

**The College of New Jersey
Board of Trustees**

**Thursday, February 27, 1997
Loser Hall**

Minutes of Public Board Meeting

Present: Mr. Marvin Greenberg, Chair; Dr. Haskell Rhett, Vice Chair; Mrs. Jeanne Naglak, Secretary; Mr. Bruce Hasbrouck; Mrs. Barbara Pelson; Mr. Tom Bracken; Dr. Al Cho; Ms. Eleanor Horne; Mr. Anthony Perno, Student Trustee; Dr. Harold Eickhoff, President (ex-officio, without vote); Ms. Kelly Gavin, Alternate Student Trustee; Dr. _____ Denis Murphy, Faculty Representative to the Board

The meeting was called to order at 2:40 p.m.

I. Announcement of Compliance

Mr. Greenberg announced that the requirements of the Open Public Meetings Act concerning public notice of this meeting had been met.

II. Motion to go into closed session

It was moved by Dr. Rhett, seconded by Mrs. Pelson, that the Board go into closed session to discuss personnel actions, and other items exempt under the Open Public Meetings Act.

III. Closed Session

IV. Resumption of Public Session/Pledge of Allegiance

The Pledge of Allegiance was recited.

V. Swearing on of New Trustees

Judge Charles Delehey swore in three new members of the Board: Mrs. Barbara Pelson, Mr. Tom Bracken, and Dr. Al Cho.

VI. Approval of the Minutes of the December 12, 1996 meeting

It was moved by Mrs. Naglak, and seconded by Dr. Rhett, that the minutes be approved.

VII. Report of the President

The President gave his report, which included a presentation by Dr. Mary Biggs on Information Management Services.

VIII. Report of the Board Officers

The Chair made his report.

The Vice Chair made his report.

A. Appointment of Board Officers Nominating Committee

The Chair asked Mr. Hasbrouck to serve as chair of the committee and Ms. Horne and Mr. Kaye to serve as members. He asked the committee develop a slate of officers for the Board to vote on at the June meeting.

IX. Report of the Trustee member of the TSC Development Corporation

Dr. Rhett made his report.

X. Report of the Trustee member of the TCNJ Foundation

Mrs. Naglak made her report.

XI. Report of the Trustee Liaison to the Governing Boards Association

Mr. Greenberg made his report.

X. New Business

A. Report of the Executive Committee

1. Personnel Actions

It was moved by Dr. Rhett, seconded by Mrs. Naglak that the following resolution be approved. The motion carried unanimously.

a. Promotions - Faculty (Attachment A)

It was moved by Mr. Greenberg, seconded by Mr. Hasbrouck that the following personnel actions be approved. The motion carried unanimously.

b. Sabbaticals, Retirements, Resignations, New Appointments - Faculty (Attachment B)

It was moved by Mr. Greenberg, seconded by Mrs. Naglak that the following personnel actions be approved. The motion carried unanimously.

c. New Appointments (temporary), Extension of Temporary Appointment, One-Year Reappointments (12 Mo.), One-Year Reappointments (10 Mo.), Change of Status, Resignations - Staff (Attachment C)

It was moved by Mr. Greenberg, seconded by Dr. Rhett that the following resolution be approved. After discussion, the motion carried unanimously.

2. Resolution Authorizing the Preparation for a Capital Campaign (Attachment D)

It was moved by Mr. Greenberg, seconded by Mr. Perno that the following resolution be approved. After discussion, the motion carried unanimously.

3. Resolution Approving the Revised College Governance Document (Attachment E)

It was moved by Mr. Greenberg, seconded by Mrs. Naglak that the following resolution be approved. After discussion, the resolution passed unanimously.

4. Resolution Accepting Revision of the Promotion Document (Attachment F)

It was moved by Mr. Greenberg, seconded by Dr. Rhett that the following resolution be approved. After discussion, the resolution passed unanimously.

5. Resolution Requesting Reconsideration of Non-Funding of State Mandated Salary Adjustments (Attachment G)

B. Report of the Academic Affairs Committee

Mrs. Naglak reported for the committee.

C. Report of the Finance and Construction Committee

Mr. Hasbrouck reported for the committee.

1. Resolution Approving Waivers for College Business Purposes:
Professional and Other Services (Attachment H)

It was moved by Mr. Hasbrouck, seconded by Mrs. Naglak that the resolution be approved. The resolution passed unanimously.

2. Resolution Approving Bid Waivers for College Business Purposes:
Publications (Attachment I)

It was moved by Mr. Hasbrouck, seconded by Mr. Perno that the resolution be approved. The resolution passed unanimously.

3. Resolution Approving Bid Waivers for College Business Purposes:
Computing and Technical (Attachment J)

It was moved by Mr. Hasbrouck, seconded by Mrs. Pelson that the resolution be approved. The resolution passed unanimously.

4. Resolution approving waivers for Construction Contracting Purposes
(Attachment K)

It was moved by Mr. Hasbrouck, seconded by Mrs. Naglak that the resolution be approved. The resolution passed unanimously.

D. Report of the College Relations Committee

Mr. Greenberg reported for the committee.

XII. Adjournment

The following resolution was moved by Mr. Greenberg, seconded by Dr. Rhett:

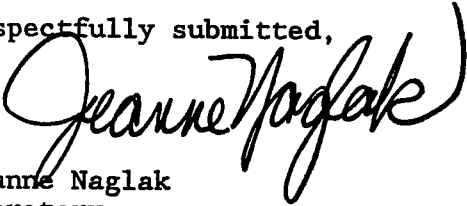
BE IT

RESOLVED: The next public meeting of The College of New Jersey Board of Trustees will be held on Thursday, June 26, 1997, at a time and location to be announced.

BE IT
FURTHER
RESOLVED: That this meeting be adjourned

The meeting was adjourned at 5:40 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jeanne Naglak". The signature is written in a cursive, flowing style with a large initial "J".

Jeanne Naglak
Secretary

PROMOTIONS EFFECTIVE SEPTEMBER 1, 1997

To Professor

George Facas

Engineering

Blythe Hinitz

Elementary and Early Childhood Education

To Associate Professor

MaryAnn Baenninger

Psychology

Celia Chazelle

History

Ellen Frede

Elementary and Early Childhood Education

Ruth Hall

Psychology

Jinmo Huang

Chemistry

Deborah Knox

Computer Science

Harris Rawicz

Engineering

Melinda Roberts

Philosophy and Religion

Abdus Shahid

Business

Sabbaticals - Faculty

Roosevelt Butler	Business 1997-98
Roy Clouser	Philosophy and Religion 1997-98
Robert Cunningham	Mathematics and Statistics Fall, 1997
James Liu	Business 1997-98
Ruane Miller	Art 1997-98
Peter Winkel	Modern Languages Spring, 1998
Peter Wood	English Spring, 1998

Retirements - Faculty

Allan Lazarus	Assistant Professor Chemistry Effective: June 30, 1997
Thomas Murray	Assistant Professor English Effective: January 31, 1997
Guy Norman	Assistant Professor Art Effective: June 30, 1997
Edward Watson	Professor Elementary and Early Childhood Education Effective: June 30, 1997

February 27, 1997

Resignations - Faculty

Rajesh Chandrashakeran

Assistant Professor
Business
Effective: January 31, 1997

Theresa Dill-Standiford

Assistant Professor
Psychology
Effective: January 31, 1997

New Appointments - Faculty

Janice Betts

Assistant Professor
(one-semester temporary)
Language and Communication Sciences
Effective: January 20, 1997

Barbara Chromczak

Instructor
(one-semester temporary)
Elementary and Early Childhood Education
Effective: January 20, 1997

Edward Dragan

Assistant Professor
(one-semester temporary)
Special Education
Effective: January 20, 1997

Carol Overton

Assistant Professor
(one-semester temporary)
Psychology
Effective: January 20, 1997

Jean Slobodzian

Assistant Professor
(one-semester, temporary, part-time)
Special Education
Effective: January 20, 1997

New Appointments - Staff

Shelley Krause

Assistant Director 3
Admissions
Effective: April 7, 1997

Lisa Poponiak

Director II
Admissions
Effective: May 26, 1997

New Appointments- Temporary - Staff

Jennifer Hart

Program Assistant
Athletics
Effective: January 2, 1997 - June 30, 1997

Extension of Temporary Appointment - Staff

James Lehman

Project Specialist
Records and Registration
Effective: January 1, 1997 - June 30, 1997

Vera Petrow

Acting Director 3
Financial Aid
Effective: January 1, 1997 - March 31, 1997

One-Year Reappointments (12 Months) - Staff

Jill Cifelli

Professional Services Specialist 4
Career Services
Effective: July 1, 1997 - June 30, 1998

Ivonne Cruz

Professional Services Specialist 4
Admissions
Effective: July 1, 1997 - June 30, 1998

Susan Enzman

Program Assistant
College Relations
Effective: July 1, 1997 - June 30, 1998

One-Year Reappointments (12 Months) - Staff (continued)

Kathleen Ertel	Professional Services Specialist 3 Educational Opportunity Fund Effective: July 1, 1997 - June 30, 1998
Barton Lawyer	Program Assistant Auxiliary Services Effective: July 1, 1997 - June 30, 1998
Le Anne Platenburg	Assistant Director 3 Information Management Effective: July 1, 1997 - June 30, 1998
Meredith Murray	Professional Services Specialist 2 Development and Alumni Affairs Effective: July 1, 1997 - June 30, 1998
Janice Vermeychuk	Assistant Director 4 Health Services Effective: July 1, 1997 - June 30, 1998
Glen Wetzel	Professional Services Specialist 3 Information Management Effective: July 1, 1997 - June 30, 1998
D. Kelly Williams	Professional Services Specialist 4 Admissions Effective: July 1, 1997 - June 30, 1998
Dwight Woodard	Program Assistant Library and Information Services Effective: July 1, 1997 - June 30, 1998

One-Year Reappointments (10 Months) - Staff

Victoria Edwards	Program Assistant (part-time) Student Life Effective: September 1, 1997-June 30, 1998
Hilary Campbell	Professional Services Specialist 4 Community Development Services Effective: September 1, 1997-June 30, 1998

One-Year Reappointments (10 Months) - Staff (continued)

Joseph Brady Professional Services Specialist 4
Community Development Services
Effective: September 1, 1997-June 30, 1998

Luis Vazquez Professional Services Specialist 4
Community Development Services
Effective: September 1, 1997-June 30, 1998

Elizabeth Zawodniak Professional Services Specialist 4
Community Development Services
Effective: September 1, 1997-June 30, 1998

Change of Status - Staff

Shirley Daniels Records and Registration
From: Professional Services Specialist 2
To: Managing Assistant Director 2
Effective: January 6, 1997

Kathleen Smith Health Services
From: Managing Assistant Director 1
To: Director 3
Effective: February 3, 1997

Resignations - Staff

Gregg Ziliani Professional Services Specialist 3
Information Management
Effective: February 28, 1997

Resolution Authorizing Preparation for a Capital Campaign

Whereas: The College of New Jersey is committed to attracting and retaining New Jersey's best prepared high school graduates, and to preparing the leaders who will be critical to our State's future vitality; and

Whereas: The College's ability to keep costs low and quality high will remain a key to continued success in recruiting high achieving student; and

Whereas: The College, in order to fulfill its mission, must enroll students who are being heavily recruited by the nation's leading private colleges and universities; and

Whereas: Public resources are limited; and

Whereas: TCNJ has had limited success in enrolling the best prepared students who outmigrate to institutions that have much better endowment resources with which to develop programs and attract students; and

Whereas: The trustees recognize that philanthropy is a critical element that will enable The College to continue to fulfill its mission of service; and

Whereas: Since 1971, friends and supporters have been able to make tax-deductible contributions in support of The College and its programs through The College of New Jersey Foundation, Inc.

Therefore,
Be It

Resolved: That the Board of Trustees requests The College of New Jersey Foundation join with the Trustees in authorizing The College to prepare for a development campaign to increase scholarship endowments.

Be It

Further

Resolved: The Board of Trustees will assume the leadership required to assure the success of this effort and to support it personally, and requests The College of New Jersey Foundation share this leadership responsibility.

Resolution Approving the Revised College Governance Document

- Whereas:** On February 15, 1990, The College of New Jersey Board of Trustees approved the document entitled "College Governance Structure and Processes: Standing Committees"; and
- Whereas:** That document indicated that "The Standing Committee structure will be reviewed every three years in a process recommended by the President of the College"; and
- Whereas:** The Board of Trustees approved an interim report from the committee charged by the President with a review of governance on April 21, 1994; and
- Whereas:** At that time the Board of Trustees charged the president to institute a full review of governance in the fall of 1995; and
- Whereas:** The President of The College charged the committee in November of 1995 to conduct a complete review of College governance; and
- Whereas:** The 1994 document has been revised to reflect changes recommended in the report, including provisions for increased timelines, distinctions between college-wide and faculty committees, membership adjustments, changed responsibilities of several committees, a change from three to five year appointments for faculty and professional staff, and minor editorial changes,
- Therefore
Be It
Resolved:** That The College of New Jersey Board of Trustees approves the attached document, and charges the President to institute the next review of governance in spring 2000.

The College of New Jersey
College Governance Structure and Processes
[Standing Committees]

First Revision April 21, 1994

Revisions as of January 1997: additions in italics, deletions in brackets.
Further revisions as of February 17, 1997: Additions in underlined, bold
caps, deletions in underlined brackets.

I. INTRODUCTION

N.J.S.A. 18A:64-6 grants a wide variety of powers and duties to the Board of Trustees. Among these powers is the appointment of the President. The President, as Chief Executive Officer of The College of New Jersey, is directly responsible to the Board for the implementation of The College of New Jersey's mission, and policies, for all planning, budgets, and facilities, and for representing The College of New Jersey to the public.

A definition of collegial governance can be stated as follows: Collegial governance is an internal process established by means of a clearly defined committee structure which recommends policy and procedure to the President who prepares a final recommendation to the Board of Trustees, when appropriate. The system is dependent upon early and ongoing consultation with affected or interested members of the campus community, all of whom have the opportunity and obligation to inform the deliberations and to advise committees. Information concerning collegewide committee deliberations should be available to all members of the campus community. Since campus governance is open and participatory, a president or executive officer who chooses to reject a collegewide committee recommendation has the responsibility to make the reason known to the recommending body and to the campus community.

The College of New Jersey is administered consistent with the traditions of higher education. These traditions state that the faculty has primary responsibility for curricular issues, the administration has primary responsibility for the maintenance and support of the academic enterprise, and the students have the responsibility to voice their concerns over the quality of academic offerings, campus life, and the educational experiences provided for them at The College of New Jersey. The governance structure is intended to support the President by providing an organized forum through which faculty, students, staff and administrators may receive information regarding College processes, and through which they may participate in developing recommendations in their areas of primary responsibility. In this way, the campus community arrives at

appropriate and timely decisions in a manner consistent with the principle of open and honest communication.

Through the governance structure, advice or recommendations are offered to the President of The College of New Jersey. The President is responsible for the effective functioning of governance. It is expected that recommendations made by the President to the Board will be consistent with and supportive of the mission of the institution.

The College Governance Structure will be reviewed every three years, in a process recommended by the President of The College of New Jersey. All changes to campus governance structure are subject to the approval of the Board of Trustees, which has authority for the organization and administration of The College of New Jersey pursuant to N.J.S.A. 18A:64-6. Nothing in this document will limit the power of the Board of Trustees to develop and approve policy for The College of New Jersey as it may deem necessary.

II. BASIC PRINCIPLES

The basic principles at the foundation of campus governance are as follows:

- A. [That although the Standing Committees are by definition responsible to the administration, the membership on such committees should constitute as broad a representation from the various campus constituencies as possible;] *The collegewide committees are by definition responsible to the President and/or the executive officer. The membership on collegewide committees should constitute as broad a representation from various campus constituencies as possible.*
- B. [That] Charges to the Collegewide committees should be as clear as possible in order that the committees may set about the business of The College of New Jersey in an orderly, timely, and efficient manner.
- C. [That clear definitions should be established for policy, procedure, procedural implementation, consulting, information gathering, and information sharing, so that all members of the campus community understand the differences among those things, understand the processes necessary for the presentation of advice or recommendations, and know the locus of final approval] *Clear definitions and distinctions should be established for policy, procedure, procedural implementation, consulting, information gathering, and information sharing. Members of the campus community are responsible for understanding the distinctions among those definitions, understanding the*

processes necessary for the presentation of advice or recommendation, and knowing the locus of final approval.

- D. [That] Those who will be affected by advice or a recommendation concerning policy or procedure will be consulted before the advice or recommendation is offered, after the advice or recommendation is developed, and after the advice or recommendation is received by the President or Executive Officer.
- E. [That] All members of the campus community [should be informed] SHOULD BE INFORMED BY HAVING [have] access to information about an issue under deliberation and have access to information concerning the status of the progress of the deliberations;
- F. *Effective and informed governance requires timely feedback regarding the position of recommendations and/or advice. As a general rule, any policy consideration introduced before November 1 should be dealt with before the end of the academic year in which it was introduced.*
- [F]G. [That] Any issues concerning the implementation of policy and procedure should be handled at a level as close to the implementer or implementers as possible.
- [G]H. [That] A cooperative effort be maintained among the constituent groups to facilitate appropriate resolution to various issues or concerns.
- [H]I. [That] An effective system of governance must be responsive to the changing needs of the campus. Therefore, the structure should receive periodic review every three years.
- [I]J. [That] Effective governance has as its foundation principled and ethical behavior on the part of each member of the campus community.
- K. *Terms of membership on all collegewide committees (including advisory councils and committees) are as follows: faculty shall serve staggered five-year terms, students shall serve one-year terms, professional staff shall serve staggered five-year terms.*
- L. ADMINISTRATORS SHALL SERVE STAGGERED FIVE-YEAR TERMS, EXCEPT IN THOSE INSTANCES WHERE THEY SERVE EX-OFFICIO.
- M. FACULTY MEMBERS ON FACULTY COMMITTEES SHALL SERVE STAGGERED THREE-YEAR TERMS.

[L]N. To avoid a conflict of interest, A COMMITTEE MEMBER SHOULD NOT PARTICIPATE IN DECISIONS FROM WHICH HE OR SHE STANDS DIRECTLY TO BENEFIT. [no person may serve on a committee through which he or she stands to directly benefit.]

O. COMMITTEES SHALL CONDUCT THEIR BUSINESS ACCORDING TO THE PROVISIONS OF ROBERT'S RULES OF ORDER.

III. THE [RECOMMENDED] COLLEGEWIDE COMMITTEES, ACADEMIC ADVISORY COUNCILS, AND AREA ADVISORY COMMITTEES

A. Collegewide committees

Collegewide committee: Collegewide committees advise and/or recommend policy regarding the ongoing business of The College of New Jersey. They are informed regarding the relevant rules, regulations and issues pertinent to their committee charge. They participate in the policy development process of The College of New Jersey, and may be asked to deliberate regarding questions of procedure or procedural implementation.

1. Membership of the Collegewide committees

Membership of each Collegewide committee is indicated in item III, A, 3, "Committee Charges and Membership." All recommendations for membership on committees should be consistent with The College of New Jersey's commitment to diversity. On most committees, the ratio of administration and professional staff, faculty, and students is relatively consistent. The following guidelines were used in recommending committee members:

- a. Consistent with Robert's Rules of Order, [Except where special conditions require,] ex-Officio members vote, unless otherwise specified.
- b. Unless otherwise specified, faculty members are recommended by the Faculty Senate and appointed by the President. Most Committees have ten faculty members. These will be roughly proportional to faculty membership if they are apportioned:

4 - Arts and Sciences

2 - Education

1 each - Business, Nursing, [Technology] Engineering, and Library

[Faculty members will serve staggered 3-year terms.] [No] A faculty member [will] MAY serve SIMULTANEOUSLY on [more than] ONLY one collegewide committee, AND ONE faculty committee, AND ONE advisory council [at any given time] (unless they hold multiple memberships on an ex-officio basis).

Given the difficulty of staffing all collegewide committees with representatives from the smaller schools, the distribution should be applied with flexibility in recommending faculty membership from the smaller schools. The Faculty Senate should consult with the schools to solicit input on their preferences as to which committee membership is most important.

- c. Student members are recommended by the Student Government Association and appointed by the President.
- d. The appointments of graduate students to serve on committees and councils should be coordinated through the Office of Graduate Studies.
- e. Appointments of [professional] staff members will be made by the President.

2. UNION OBSERVER

IN ACCORDANCE WITH THE AFT "AGREEMENT", "THE UNION SHALL HAVE THE RIGHT TO APPOINT ONE EMPLOYEE OBSERVER TO EACH COLLEGEWIDE COMMITTEE , SAID OBSERVER BEING SELECTED BY A PROCEDURE ESTABLISHED AND ADMINISTERED BY THE UNION." (Article IX,D)

[2]3. Collegewide Committee Charges and Membership

Recommendations for the appointment of faculty and undergraduates to Collegewide committees are prepared by the Faculty Senate and the Student Government Association, respectively. All recommendations will be reviewed by the President to ensure that they meet the criteria for committee membership, and that [they are balanced with respect to protected classes, in reasonable proportion to their numbers in the faculty, student body, and professional staff.] **they are consistent with The College of New Jersey's commitment to diversity.** All appointments are made by the President. [with the exception of the Committee on Faculty Promotions where faculty members are elected.] Each **of the** collegewide committees of The College of New Jersey will elect a chair and vice chair. [It will be understood that the person elected] **The** vice chair will become chair in the succeeding academic year.

a. Committee on Undergraduate Programs, Practices, and Standards

Reviews and recommends new undergraduate academic programs and significant changes in existing programs. Reviews, evaluates, and recommends: the nature of degree structures; the structure and content of general education; guidelines and standards for

majors, minors, and other college-wide academic programs;
PRACTICES AND STANDARDS PERTAINING TO COLLEGE-WIDE TEACHING AND
LEARNING AT THE UNDERGRADUATE LEVEL.

Liaison should be established between the Committee on Undergraduate Programs, Practices, and Standards and the Committee on Graduate Programs and Practices. A liaison person from each committee will be responsible for meeting regularly to discuss matters proposed or being considered by their respective committees. These liaison persons shall be appointed by the Chairs of their respective committees.

Membership (23 total)

Ex-Officio (with vote):

Vice President for Academic Affairs or permanent designee
Registrar or permanent designee
Coordinator, Honors Program
3 Academic Deans

10 Faculty

5 Undergraduate students

2 [Professional] Staff

b. **Committee on Admissions, Advisement, and Retention**

Advises regarding policies and/or standards related to admission of freshmen and transfer students, and admission of non-matriculated students to degree programs. Reviews and recommends college-wide undergraduate standards and structure for the advisement of students, *orientation of transfer students*, and the training of faculty and professional staff advisors; reviews [and approves] advisement handbooks and the advisement information system; reviews and recommends the curriculum of the [College Seminar] *first-year seminar*. Reviews and recommends college-wide standards for retention and dismissal. Serves as the appeals committee for academic dismissal, re-entry, and readmittance.

Membership ([25] 26 total)

Ex Officio (with vote):

Director of Advisement

Vice President for College Advancement or
permanent designee

Dean of Academic Support or permanent designee

[Dean of] Vice President for Student Life or permanent
designee

Vice President for Academic Affairs or permanent designee
[Director of Institutional Research]

Ex Officio (without vote):

Director of Institutional Research

Director of College Relations or permanent designee

Director of Admissions or permanent designee

[Dean] *Director of EOF Program* or permanent designee

10 Faculty

5 [Undergraduate] students (*4 Undergraduate, 1 Graduate*)

2 [Professional] Staff

c. **Committee on Budget and Planning**

Advises regarding College goals and objectives; budget planning to implement The College of New Jersey goals and objectives; revision of the [Master] *Institutional Plan*, Mission Statement, and other college-wide planning documents; needs for new physical facilities and other major renovations of existing facilities; all physical aspects of the campus environment; academic calendar; and scheduling policies.

Membership ([23] 24 total)

Ex Officio (with vote):

Vice President for Academic Affairs or permanent designee
Vice President for Administration and Finance or permanent designee

Associate Vice President for facilities Management and Planning or permanent designee

[Dean of] *Vice President for Student Life* or permanent designee

[Vice President for College Advancement or permanent designee]

Associate Vice President for Budget and Finance or permanent designee

DEAN OF THE LIBRARY AND INFORMATION SERVICES

One Academic Dean

10 Faculty

5 Students (*4 Undergraduate, 1 Graduate*)

2 [Professional] Staff

d. **Committee on College and Community Relations**

Advises regarding the interpretation of The College of New Jersey to its internal and external publics in such areas as public information, publications, college events, alumni, community relations, fund raising, student recruitment and marketing. Makes specific recommendations for the establishment of criteria for the naming of college facilities and the awarding of honorary degrees; nominates candidates for citations, emeritus status, and other institutional honors. Coordinates the conferral of all institutional awards.

Liaison should be established between the Committee on College and Community Relations and the Committee on Information Resources. A liaison person from each committee will be responsible for meeting regularly to discuss matters proposed or being considered by their respective committees. These liaison persons shall be appointed by the Chairs of their respective committees.

Membership (24 total)

Ex Officio (with vote):

Director of College Relations or permanent designee
Alumni Association Representative or permanent designee
[Dean of] Vice President for Student Life or permanent designee
Vice President for College Advancement or permanent designee
Vice President for Academic Affairs or permanent designee
Director of EOF or permanent designee
Director of Development or permanent designee

10 Faculty

5 Students (4 Undergraduate, 1 Graduate)

2 [Professional] Staff

[e. Committee on Faculty Promotions moved to new section V: Faculty Committees]

[f]e. Committee on Graduate Programs, Practices, and Standards

[Reviews and recommends new graduate programs and significant changes in existing programs. Reviews, evaluates, and recommends the nature of, and guidelines and standards for, degree programs. Also addresses these issues for special-admission graduate students, and students in graduate certification programs. Handles graduate admissions, advisement, and retention.]

Reviews graduate programs and makes recommendations regarding changes in existing programs, guidelines and standards. Advises regarding policies and/or standards related to admission of graduate students IN DEGREE PROGRAMS, special admission graduate students and graduate students in certification programs. Reviews and recommends standards and structure for the advisement of graduate students, orientation of graduate students, and the training of faculty and staff graduate advisors; reviews graduate advisement handbooks and the advisement information system. Reviews and recommends graduate

standards for retention and dismissal. Serves as the appeals committee for graduate dismissal, re-entry, and readmittance.

Liaison should be established between the Committee on Graduate Programs, Practices, and Standards and the Committee on Undergraduate Programs and Practices. A liaison person from each committee will be responsible for meeting regularly to discuss matters proposed or being considered by their respective committees. These liaison persons shall be appointed by the Chairs of their respective committees.

Membership (18 total)

Ex Officio (with vote):

Vice President for Academic Affairs or permanent designee
[Two Academic Deans]

OFFICE OF GRADUATE STUDIES - PERMANENT DESIGNEE

[Vice President for College Advancement or permanent designee]

Dean of Graduate Studies

Registrar or permanent designee

One Library representative

- 5 Faculty [(one from each school that has a graduate program, and from departments that have graduate programs within those schools)]

at least two from the School of Education; all faculty must be from departments that have graduate programs

- 5 Graduate Coordinators [(no more than 3 from any one school)]
appointed by the Dean of Graduate Studies; three from the School of Education, one from each of the other schools which have a graduate program

- 3 Graduate Students

f. **Committee on Information Resources**

Addresses issues related to the planning and implementation of information resources--printed and machine-readable [reference] INFORMATIONAL material; computers, communication and network technology; and audio, video, and multimedia material--in support of education and research. Reviews The College of New Jersey's strategic plan for the structure and development of information resources. Reviews and recommends policies and procedures for the purchase and usage of information resources for student, faculty, and professional staff usage in support of teaching, learning, information access and presentation, and research activities.

Liaison should be established between the Committee on Information Resources and the Committee on College and Community Relations. A liaison person from each committee will be responsible for meeting regularly to discuss matters proposed or being considered by their respective committees. These liaison persons shall be appointed by the Chairs of their respective committees.

Membership ([25] 27 total)

Ex Officio (with vote):

*Vice President for Academic Affairs or permanent designee
Vice President for Administration and Finance or permanent designee*

Dean of Library and Information Services

ASSOCIATE VICE PRESIDENT FOR ADMINISTRATIVE SYSTEMS AND STUDENT SERVICES

DIRECTOR OF TECHNICAL AND NETWORK SERVICES

DIRECTOR OF USER SUPPORT SERVICES

[4] 3 administrators, representing library, media, [information management,] and facilities

Vice President for Student Life or permanent designee

Vice President for College Advancement or permanent designee

10 Faculty

5 Students (4 Undergraduate, 1 Graduate)

1 Staff, representing information users

g. *Committee on Quality of Campus Life*

*Studies and makes policy recommendations concerning the general health and safety needs of the campus. Advises and recommends policy on matters related to human relations within The College of New Jersey[, and all relations with contractors and governmental agencies] in order to [assure all concerned that an atmosphere of nondiscrimination and equal opportunity is guaranteed to all.]**promote and maintain an atmosphere of nondiscrimination and equal opportunity.** Serves in an advisory capacity concerning problems and methods of implementing and evaluating the Affirmative Action Program, and as an informational and technical resource for The College of New Jersey community. Advises and serves as a general resource on issues related to the quality of life.[, the emotional environment, and human relations on campus.]*

Membership (28 total)

Ex Officio (with vote):

Affirmative Action Officer

[Dean of] Vice President for Student Life or permanent designee

Chair of the Minority Executive Council

Vice President for Administration and Finance or permanent designee

Vice President for Academic Affairs or permanent designee

Ex Officio (without vote):

Director of College Relations or permanent designee

Director of Health Services

Director of *Psychological Counseling* [Center] *Services*

DIRECTOR OF ENVIRONMENTAL SERVICES [Campus Safety Officer]

Director of Campus Police

Director of Facilities

10 Faculty

5 Students (1 Graduate, 4 Undergraduates)

2 [Professional] Staff

[h. Committee on faculty Institutional Research and Sabbatical Leave moved to new section V: Faculty Committees.]

B. [Academic] Advisory Councils

[Academic] Advisory Council:

The [Academic] Advisory Councils are charged with deliberations regarding specific areas under the purview of *specified collegewide committees* [the Committee on Graduate or Undergraduate Programs, Practices, and Standards.] The Councils report to the *specified collegewide committee* [Committee on Graduate or Undergraduate Programs, Practices and Standards] with recommendations regarding these policy and curricular areas.

1. General Education Advisory Council

Chaired by the Dean of Arts and Sciences, the GEAC makes recommendations to the Committee on Undergraduate Programs, Standards, and Practices relevant to the General Education Program and requirements, CERTIFIES COURSES FOR INCLUSION IN INTELLECTUAL SKILLS AND PERSPECTIVES ON THE WORLD.

Membership (all [15] 16 members with vote)

Faculty (elected under procedures established by each School):

2 Humanities

- 1 Math/Science
- 1 Social Science
- 1 School of Education
- 1 Nursing
- 1 Business
- 1 [Technology] *Engineering*
- 3 Students selected by the Student Government Association, with no more than one student from any one School.
- Chairperson of the Undergraduate Programs, Practices, and Standards Committee
- Director of General Education*
- Dean of Arts and Sciences
- One [other] Dean *from a school other than Arts and Sciences*
- Vice President for Academic Affairs or permanent designee

2. **Teacher Education Advisory Council**

Chaired by the Dean of the School of Education, the TEAC makes recommendations to the Committee on Undergraduate Programs, Standards, and Practices and to the Committee on Graduate Programs, Practices and Standards relevant to programs, standards, and practices in Teacher Education.

Membership 20 TOTAL

Ex Officio (with vote):

- Dean of the School of Education
- 1 additional Dean from Arts and Sciences, Nursing or [Technology] *Engineering*
- Vice President for Academic Affairs or permanent designee
- Students (3 Undergraduate, 2 Graduate)
- Faculty (selected by departments *[or schools]*):*
- 1 Business
- 1 [Technology] *Engineering*
- 1 Nursing
- 4 Arts and Sciences
- 1 from each department in the School of Education

3. **Honors Advisory Council**

The HAC makes recommendations to the Committee on Undergraduate Programs, Standards, and Practices relevant to programs, standards, and practices of the Honors Program. The chair shall be elected by the council members.

Membership (14 TOTAL)

- Vice President for Academic Affairs or permanent designee
- Coordinator of Honors Program

- 4 Faculty elected from Arts and Sciences
- 4 Faculty, 1 each elected from Business, Education,
Nursing, and [Technology] *Engineering*
- 4 Undergraduate Students

4. Human Relations Advisory Council

The HRAC has responsibility to give life to The College of New Jersey's belief that all members of the campus community are enriched by the diversity of the community. This council will be chaired by the Affirmative Action Officer. The HRAC advises the Committee on [the] Quality of Campus Life.

Membership: [28] 30 (all with vote)

Faculty (elected under procedures established by each School):

- 4 School of Arts and Sciences
- 2 School of Education
- 1 School of Nursing
- 1 School of Business
- 1 School of [Technology] *Engineering*
- 1 Library
- 1 Faculty Senate President or permanent designee

Students:

- President of SGA or permanent designee
- 5 students representing the diversity of the student body, 4 *undergraduate* appointed by the SGA, and 1 *graduate* appointed by the Graduate Office

Administration:

- Affirmative Action Officer
- Vice President for Student Life or *permanent designee*
- Academic Dean (one)
- Vice President for Academic Affairs or permanent designee
- Chair of the Minority Executive Council or *permanent designee*
- Director of EOF or *permanent designee*
- Director of Facilities or *permanent designee*
- Director of Campus Police or *permanent designee*
- Director of the Office of Psychological Counseling or *permanent designee*
- Director of Admissions or *permanent designee*
- Director of College Relations or *permanent designee*

Staff: 2

[All terms, except administrative appointments, which are office specific, shall be three years.]

C. Area Advisory Committees

Area Advisory Committees:

Area Advisory Committees provide advice to and share information with the area directors/ coordinators of specific college programs. Area Advisory Committees are a means by which the expertise, concern and commitment of members of the campus community can [inform] contribute to administrative decisions. Area Advisory Committees do not develop recommendations regarding college-wide policy. They provide advice to and share information with area directors/coordinators of specific college programs. Since the function of these groups is not to develop college-wide policy, if policy issues arise, they will be forwarded to the Steering Committee, for appropriate action.

1. Advisory Committees

Athletic Advisory Committee
[Computer Center Advisory Committee]
[Instructional Media and Library Advisory Committee]
International Education Advisory Committee
Pre-College Advisory Committee
Special Services Advisory Committee
Women's Studies Advisory Committee

2. Directors/Coordinators

Athletic Director - Athletic Advisory Committee
[Associate Vice President for Information Management - Computer Center Advisory Committee]
[Director of the Media Center/Dean of the Library - Instructional - Media and Library Advisory Committee]
Director of International Students, Exchange and Study Abroad - International Education Advisory Committee
Director of COLLEGEBOUND - Pre-College Advisory Committee
Coordinator of the Office for Students with Differing Abilities - Special Services Advisory Committee
Coordinator of Women's Studies - Women's Studies Advisory Committee

3. Membership

Advisory committees will include membership of administration and professional staff, faculty, students, and other community members as appropriate. Membership patterns should be broadly consistent for all advisory committees, except where special conditions prevail. Chairs of advisory committees should be elected.

The following guidelines apply to the membership of all Advisory Committees:

- a. [Professional] Staff: Three, of whom one is the director/coordinator of the area being advised. The other two are recommended by the area director to the President.
- b. Faculty Members: Four recommended by Faculty Senate, following consultation with the area director/coordinator, and appointed by the President (exception: International Education Advisory Committee, which will include additional exchange and former exchange faculty as recommended by the area director and appointed by the President).

Faculty members will serve staggered five-year terms.

- c. Students: Three, recommended by the SGA, following consultation with the area director/coordinator, and appointed by the President.
- d. External *community* members: as needed. No more than two permanently designed external voting members.

IV. POLICY FLOW, CONSULTATION, AND INFORMATION SHARING

A. Definitions

Ongoing issues which affect the campus as a whole should be sent to and deliberated by a Collegewide committee. Some issues which affect the campus community as a whole are policy issues, some are procedural issues, some are issues of procedural implementation.

Recommendations concerning issues of policy must be submitted by the President of The College of New Jersey to, and approved by, the Board of Trustees. Advice and recommendations concerning matters of procedures must be approved by the President of The College of New Jersey or by the Executive Officer of The College of New Jersey under whose responsibilities the matter falls. Finally, matters of procedural implementation should be handled by the officer or group responsible for the implementation of that procedure. The following definitions clarify the differences among policy, procedure, and procedural implementation:

Policy: A guide based upon the mission of the institution, which influences the making of individual and collective decisions, and is put into practice by the necessary procedures.

Procedure: A listing of steps, rules, or regulations intended to implement a policy in a manner consistent with the letter and spirit of that policy.

Procedural

Implementation: The process used in administering the steps, rules, or regulations established as procedure.

It is in the best interest of the campus community to establish clear lines of communication concerning advice or recommendations of policy or procedure established for dealing with all-college issues and for consulting those affected by advice or recommendations concerning policy, procedure and procedural implementation. In an atmosphere of collegiality, it is necessary to establish clear means of informing the campus community of the status of an issue under deliberation, or one which has reached the advice or recommendation stage.

Finally, in preparing any recommendation or advice there is a step which calls for a concerted process of gathering data, which will inform the deliberations. The following definitions are therefore provided to clarify the differences among consultation, information sharing, and information gathering.

- Consultation:** The act or procedures of seeking advice from those who will be affected by a decision concerning policy or procedure.
- Information Sharing:** The process developed to communicate to those who should know, need to know, or who want to know, the status of collegewide committee deliberations and the recommendations concerning policy or procedure, and the handling of issues concerning procedural implementation.
- Information Gathering:** The process entered into by a collegewide committee in calling for facts, instances of past practice, and opinions from expert internal and external sources which will inform the deliberations.

B. General Principles

The following principles apply to the governance process, to support the conduct or campus governance in an orderly, *timely*, efficient, and collegial manner:

1. The Steering Committee acts as a clearing house for issues, and routes issues to the appropriate Collegewide committee, school, department, division, or office.
2. An issue of concern to the campus can be brought to the Steering Committee by an organization, group, or individual on the campus.
3. There is a clear flow of processes concerning policy and procedure.
4. There is a locus of responsibility for appropriate and orderly procedural implementation.
5. Matters entered into the policy, procedure, and procedural implementation flow process, are considered in the public domain. When in this process, information which is determined to be confidential, will be handled by adherence to legal and ethical standards related to confidentiality.
6. The President may set a reasonable deadline for consideration or review of matters deemed essential to the continued progress of The College of New Jersey.
7. [The Faculty Senate attendance policy should become the attendance policy for the campus governance process.]

Attendance policy for the campus governance committees and councils is as followed:

- a. *Any Committee or Council member missing more than three regular meetings in an academic year shall be considered to have resigned.*

Upon the fourth absence, the Chair of the Committee or Council will notify the President (with a copy to the affected committee member and to the Steering Committee) of the resignation of the individual and request a replacement. The President will notify the appropriate nominating body for a replacement recommendation.

- b. *A person who is on sabbatical or other authorized leave for an extended period of time shall notify the Chair of the Committee or Council of his/her anticipated absence. The Chair shall request from the President a temporary replacement to represent the appropriate constituency.*

8. Provision should be made for self-nomination of [professional] staff for service in the campus governance process.

- [9. Terms of office for professional staff should be the same as faculty (three years), and no professional staff member can serve consecutive terms on the same committee.]

- [10.]9. [All advisory committees should publish action minutes of all meetings in This Week.]

All collegewide committees, advisory committees, and advisory councils should publish action minutes of all meetings. These minutes should be available to the campus community via written and electronic means.

- [11.]10. The position description for graduate assistants should be amended to include service on committees and councils of The College of New Jersey.

- [12.]11. The Steering Committee should in consultation with the collegewide committees identify the items of regular business and then establish a separate time line and deadlines for the completion of these items.

[E]C. Information Sharing

In order to assure that the information sharing process appropriately supports the policy, procedure, and procedural implementation flows, the following principles regarding communications are established:

1. That at Step 2 in policy flow and procedural flow, the issue brought to the Steering Committee, and the committee to which it is referred be **disseminated in some publication, written and electronic**. [published in This Week, or similar publication.]
2. That at Step 3, information be requested from sources within The College of New Jersey and/or external sources in writing on a form provided for that purpose.
3. That Collegewide committees send preliminary recommendations or advice to appropriate bodies in writing, using the appropriate form. The advice or recommendation is also **disseminated in some publication, written or electronic** [published in This Week].
4. That persons consulted return their responses in written form.
5. That the final recommendation is sent to the President in simple and clear prose. Copies should also be sent to appropriate persons and **disseminated in some publication, written or electronic** [published in This Week].
6. That in June of each year, a final report from each Collegewide committee, **Faculty Committee, Advisory Council, and Advisory Committee** be provided for the Executive Officers of The College of New Jersey, the Faculty Senate, the SGA, and the Steering Committee. **The final report should contain a list of matters taken, matters pending, and recommended issues for consideration next year (if any), and attendance.**
7. The following guidelines are designed to improve communication between the Collegewide committees and persons interested in responding to issues being considered by Collegewide committees.
 - a. The College of New Jersey Governance process calls for responses to Collegewide committees at Step 3 (Call for Information) and Step 6 (Response to Preliminary Resolution). Step 8 calls for dissemination of information about Final Resolutions.
 - b. It is the responsibility of the Collegewide committee to set a reasonable and timely date for responses.

- c. It is the responsibility of interested persons to respond to the Collegewide committee in a timely fashion.

If the deadlines set by the Collegewide committee are such that persons cannot respond by the set date, the persons should notify that Collegewide committee of their wish to respond, indicating why they cannot respond by the set date and the date by which they can respond. The Steering Committee also should be notified.

- d. If persons have difficulty [getting] accessING [to] information needed to respond to a resolution, they should contact both the Collegewide committee and the Steering Committee.
- e. If persons do not contact the Collegewide committee by the set date with a response or a reason why they cannot respond, those persons risk losing the opportunity to impact on the decision process.

The College of New Jersey [(ATTACHMENT B)] and the principles of collegial governance.

2. The Student Government Association President. If the SGA president is the voting Student Trustee, the SGA president will appoint a permanent designee.
3. Three administrators appointed by the President [for a three-year term].

[D]E. Flow of Policy, Procedure, and Procedural Implementation

[A flow chart detailing this process is included as ATTACHMENT A.]

Policy Flow

Policy: A guide based upon the mission of the institution, which influences the making of individual and collective decisions and is put into practice by the necessary procedures.

Policy Flow Process

1. Issue is sent directly to Steering Committee, on appropriate form.
2. Steering Committee routes request to appropriate collegewide committee. *Faculty Senate, SGA, and other appropriate bodies are notified through copies of the routing form. Notice of the issue is published in [This Week] written and electronic form.*
3. Collegewide committee calls for information from sources in The College of New Jersey (internal) and/or other sources (external).
4. Collegewide committee develops preliminary resolution *to include a financial impact statement where appropriate.*
5. Collegewide committee sends preliminary resolution to appropriate bodies and offices for response (Presidents of the *Faculty Senate and SGA, and the Executive Officers of The College of New Jersey*).
6. Appropriate bodies and offices review preliminary resolution and respond in writing, giving their best advice concerning the preliminary resolution.
- 7a. Responses and recommendations are reviewed by Collegewide committee and final draft of recommendation is prepared.

Procedural Flow

Procedure: A listing of steps or rules or regulations intended to implement a policy in a manner consistent with the letter and spirit of that policy.

1. Issue is sent directly to Steering Committee, in written form.
2. Steering Committee routes request to appropriate Collegewide committee. *Faculty Senate, SGA, and other appropriate bodies, are notified through copies of routing form.*
3. Collegewide committee calls for information from sources in The College of New Jersey (internal) and/or other sources (external), *using both written and electronic means.*
4. Collegewide committee develops preliminary resolution *to include a financial impact statement where appropriate.*
5. Collegewide committee sends proposed resolution to appropriate bodies and offices for response (Presidents of *Faculty Senate* and SGA, and Executive Officers of The College of New Jersey).
6. Appropriate bodies and offices review preliminary resolution and respond in writing, giving their best advice concerning the preliminary resolution.
- 7a. Responses and recommendations are reviewed by Collegewide committee, and final draft of recommendation is prepared.
- 7b. *If there is more than 12 months from the issuance of a preliminary resolution to the final resolution, or if the Collegewide committee should decide that there are significant differences between the preliminary resolution and the final resolution, the Collegewide committee will send the proposed final resolution to the campus community for response with a deadline for such responses. The campus community will review the proposed final resolution and respond in writing within the set deadline, giving their best advice concerning the proposed final resolution. The Collegewide committee will review the responses and recommendations and prepare the final resolution to be forwarded to the appropriate Executive Officer of The College of New Jersey, with copies to the Faculty Senate, SGA, appropriate administrators, and Steering Committee.*
8. Advice or recommendation is sent to appropriate Executive Officer of The College of New Jersey, with copies to *Faculty Senate, SGA, appropriate administrators, and Steering Committee.*

9. Appropriate Executive Officer receives advice or recommendation, reviews.
10.
 - (a) If Executive Officer approves, sends advice or recommendation on to President for review. President notifies Board Chair for official notification of change in procedures.
 - (b) If Executive Officer disapproves, advice or recommendation is returned to Steering Committee with written reason for disapproval. The Steering Committee will forward the Executive Officer's response to the originating committee.
 - (c) The originating committee, in consultation with the Steering Committee, will study the Executive Officer's response, and determine if the issue is still valid or pertinent. The originating committee may take the following actions:
 1. Readdress the procedural issue through the procedural flow process (steps 3-7), for further study and development.
 2. Redirect the issue to the Steering Committee for rerouting to a different Collegewide committee, for further study and development.
 3. Determine that further action is no longer needed.
 - (d) If recommendation is reexamined, resubmitted, and disapproved a second time, Chairperson of the Steering Committee will call a meeting with recommending Collegewide committee, the Executive Officer, the principal administrators affected by the procedure, Faculty Senate President, SGA President, and other persons as appropriate. The Executive Office will render a final decision on the recommendation.

Process to Resolve Questions Regarding Procedural Implementation

Procedural Implementation: The process used in administering the steps, rules or regulations established as procedure.

1. Issue is sent directly to Steering Committee, on appropriate form.
2. Steering Committee routes request or concern to appropriate administrative office or implementing unit (i.e., department, office, Collegewide committee, etc.).
3. Unit gathers information regarding the issue.
4. Unit consults with affected parties.
5. Unit responds to Steering Committee with results of consultation, and/or resolution, and forwards written rationale for resolution.
6. Steering Committee closes case or, if not resolved, may redirect concern to next level or to a Collegewide committee, for a review and recommendation concerning a change in policy or procedure.

V. FACULTY COMMITTEES

FACULTY COMMITTEES: REVIEW AND EVALUATE PEER PERFORMANCE AND MAKE RECOMMENDATIONS TO THE PRESIDENT.

1. Committee on Faculty Promotions

Evaluates each applicant on the basis of the c[C]riteria, s[S]tandards, and q[Q]ualifications contained in the [PROMOTION CRITERIA, STANDARDS, AND PROCEDURES] PROMOTIONS [d]Document, FEBRUARY, 1997 [final negotiated version of June 20, 1995]. Recommends only those candidates who clearly warrant such promotion. Issues a single evaluative report for each candidate, recommended and non-recommended, which will be forwarded to The College of New Jersey President.

Membership (11 TOTAL)

Ex Officio (without vote):

Vice President for Academic Affairs

10 Faculty

- 1 Humanities (English, History, Modern Languages, Philosophy, Religion)
- 1 Fine and Performing Arts (Art, Communication Studies [and Theater], Music)
- 1 Social Sciences (African-American Studies, Law and Justice, Political Science, Psychology, Sociology and Anthropology)
- 1 Nature Sciences and Mathematics (Biology, Chemistry, Computer Science, Mathematics, Physics)
- 1 School of Business
- 1 School of Nursing
- 1 School of [Technology] Engineering
- 2 School of Education (each from a different department)
- 1 Library

- 1) No candidate for promotion shall be a member of The College of New Jersey Promotions Committee.
- 2) Members shall be tenured senior faculty and Librarians I and II.
- 3) A faculty member serving on The College of New Jersey Promotions Committee may not serve on a Departmental [or School] Promotions Committee.
- 4) No single individual may serve on the committee more often than four years in a nine year period.

- 5) No single department within the School of Arts and Sciences may represent that School for more than two consecutive terms.
- 6) Term of service (except for the completion of another faculty member's uncompleted term) is three years.

[The Union shall have an observer appointed by the Union.]

[Upon request of a majority of the Committee, the Affirmative Action Officer may be asked to sit with the committee during its discussion and review of candidates.]

See the Promotions [Criteria, Standards, and Procedures] D[d]ocument, FEBRUARY, 1997 [of June 20, 1995], for nomination and election of members procedures.

See the Promotions [Criteria, Standards, and Procedures] D[d]ocument, FEBRUARY, 1997 [of June 20, 1995], for, for committee operating procedures and other information.

2. Committee on Faculty Institutional Research and Sabbatical Leave

Reviews, evaluates, and makes recommendations concerning faculty requests for research grants, sabbatical leaves, and advanced study.

Membership ([12] 14 total)

Ex Officio (with vote):

Vice President for Academic Affairs or permanent designee
Executive Assistant for Grants and Sponsored Research

[10] 11 Faculty

Education	2
Business	1
Nursing	1
Engineering	1
Library	1
Arts & Sciences:	
Art/Music	1
Math/Computer Science	1
Natural science	1
Humanities	1
Social science	1

Ex Officio (without vote)

Director of Institutional Research*

*to serve as a statistical/research consultant

[V.] VI. AD HOC COMMITTEES

The power to appoint committees for a variety of purposes is vested in the Board of Trustees. The College of New Jersey Board of Trustees conducts its business according to the provisions of Robert's Rules of Order, unless a different provision is specified in the Bylaws. It is expected that, unless otherwise specified, College governance practices will likewise reflect those guidelines.

Robert's Rules of Order states the following regarding ad hoc, special, and select committees:

A *special* (select or ad hoc) committee is a committee appointed, as the need arises, to carry out a specified task, at the completion of which - that is on presentation of its final report... - it automatically ceases to exist. A special committee should not be appointed to perform a task that falls within the assigned function of an existing collegewide committee.¹

When ad hoc committees make recommendations to the President, an adequate time and open process should be provided to ensure that members of the campus community have time to consider the recommendations, and to register their reactions. Ad hoc committees should adhere to the "Information Sharing" section of this document, unless special circumstances pertain to their charge.

¹Robert, Henry J., Robert's Rules of Order, Newly Revised, 1990 edition, (Glenview, IL: Scott, Foresman and Company, 1990), p. 482.

Resolution Accepting Revision of the Promotions Document

- Whereas: Questions and concerns have been raised by members of the campus community about the clarity and consistency of the current promotions document; and
- Whereas: Based on these questions and concerns, the President of The College authorized that revision of that document be undertaken; and
- Whereas: The resulting revision represents editorial rather than substantive changes; and
- Whereas: The revision has been recommended by the Promotions Committee and reviewed through the governance process,
- Therefore
Be It
Resolved: That the revised promotions document, dated February 1997 be approved, to be effective for the promotion process taking place during the 1997-98 academic year; and
- Be It
Further
Resolved: That since the revisions to the promotions document address only faculty, that the President conduct a similar revision of the librarian section of the document.

February 27, 1997

PROMOTIONS DOCUMENT
THE COLLEGE OF NEW JERSEY
FEBRUARY, 1997

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PREFACE

It is the goal of the promotion process to implement the mission of The College through the recognition and reward of those faculty members and librarians who have demonstrated superior competency in teaching, in high quality research, and in meaningful service to The College at the undergraduate and graduate levels. These characteristics are found in The College's Purpose Statement of Undergraduate Education and described in the Undergraduate and Graduate Bulletins. The standards and procedures for promotion shall be fairly and equitably applied to all candidates.

The promotion process rests first upon peer evaluations. Within this context, the promotion system recognizes the individuality of the different disciplines at The College. Therefore, the departments have the major responsibility for establishing and administering guidelines whereby the process is realized (subject to wider approval) and for making initial promotion recommendations. Some schools do not have departments. Promotion documents should state whether the major responsibility lies with the school or the division/area. The applications and departmental recommendations are then further considered by the College Promotions Committee for the purpose of submitting recommendations to the President of The College.

There must be a connection between those factors commending faculty and librarians for promotions and the purposes for which The College exists.

I. MINIMUM ELIGIBILITY

All faculty, including those not yet tenured, who meet the minimum requirements set out below are eligible to apply for promotion. The minimum qualifications by rank are:

A. Associate Professor

An earned doctorate or other appropriate terminal degree* from an accredited institution in an appropriate field of study and five years of professional experience.

Grandfather Clause: The requirement of an earned doctorate or other appropriate terminal degree does not apply to faculty members employed at The College prior to September 1, 1968.

B. Professor

An earned doctorate or other appropriate terminal degree* from an accredited institution in an appropriate field of study and eight years of professional experience.

* When an application rests on the successful completion of graduate requirements during the fall semester, official confirmation of such completion must be submitted to the Department Promotions Committee prior to the deadline for its submitting its recommendation.

If a candidate presents qualifications in terms of education and experience that his or her department judges to be equivalent to the terminal degree (see Appendix IV, State-Union Agreement), that candidate meets this requirement. The department should seek the advice of the appropriate accrediting agency in questions of doctoral equivalency. Establishing doctoral equivalency is not part of the promotion process *per se*, and must be accomplished before applying for promotion.

II. BASES FOR PROMOTION: TEACHING, SCHOLARLY/CREATIVE/PROFESSIONAL ACTIVITY, AND SERVICE

The bases for all promotion decisions are teaching, scholarly/creative/professional activity, and service. The descriptions of each provided below are not intended to be exhaustive or prescriptive, but rather to reflect the spirit behind the promotion process. Candidates are expected to demonstrate accomplishments in all three categories; however, this does not imply that candidates must present evidence of accomplishment in every example within a category or perform equally well in every example.

A. Teaching

Some examples of the skills and characteristics that may mark an effective teacher are:

1. Instruction and Course Materials

- Subject mastery; staying current in one's discipline; participating in professional conferences to improve one's teaching; offering a variety of course topics.
- Presenting subject matter skillfully, employing effective communication skills and appropriately varied instructional materials, methods, formats, and approaches.
- Serving as a guiding example in one's discipline; generating students' curiosity and desire to learn.
- Developing students' critical thinking and leadership skills; encouraging them in service to others.
- Organizational skills; updating courses; providing course materials; showing evidence of careful and thorough preparation. Meeting and ending classes on time, returning graded material in a timely fashion, holding regular office hours.
- Fairness in grading; providing clear criteria for performance.
- Having a rapport with students; being responsive to students' ideas and discussions; showing an awareness of individual differences and a sensitivity to varying cultures and heritages within the classroom.

2. Non-classroom Instruction

- Acting as a role model; teaching by example; imparting to students an ethical basis for decision making, critical thinking skills, leadership and service to others; supporting diversity as an enriching strength.
- Conducting tutorials and individualized instruction; directing graduate and honors projects; supervising internships; sponsoring field trips; teaching in The College's living/learning settings; directing practica and clinical experiences.

3. Advising

- Assisting students not only with specific course plans, but also with career goals.
- Aiding students in developing good study habits, time management methods, and responsible personal attitudes.

- Referring students to appropriate persons or resources for information and guidance.

B. Scholarly/Creative/Professional Activity

Scholarly/creative/professional activity is given particular weight if it is linked to effective teaching. It should support the mission of The College, an important part of which is to integrate scholarly activity with the instruction of students.

1. Research

All research is communicated to the academic community through such means as articles in professional journals, published books, editions, chapters, original papers for conferences or professional societies, service as editor or reviewer of scholarly works or proposals, proceedings of conferences, panels or meetings, published manuals, or handbooks to accompany texts, instruments or equipment, software, and electronic media.

- a. **Disciplinary research:** a contribution to knowledge in the field, whether through presentation of newly-derived data or original critical interpretations of existing information.
- b. **Applied research:** the development and/or evaluation of solutions to practical problems within a field. Curriculum development may be considered applied research when the work is designed for and impacts on groups outside The College.
- c. **Pedagogical research:** offers new insights and methods for transmitting knowledge to students within class and over programs or curricula.

2. Creative Endeavors

These include original works in art, creative writing, drama, documentary, music and dance, and such applied arts as graphics, design, and architecture. They are presented to the public through performances, shows, publications, displays or exhibits, and may be submitted for juried evaluation by peers in the respective fields. In some cases, these activities may overlap with research in examples such as participation on panels, in discussion groups, seminars or workshops, in preparation of grant proposals, and in organization of shows, displays, meetings, or performances.

3. **Professional and intellectual development in a field related to one's discipline.** **Examples include:** pursuing additional graduate degrees; engaging in post-doctoral fellowships, internships and personal studies.
4. **Professional services as a consultant or practitioner are considered scholarly activity when they involve the creation rather than application of knowledge and impact significantly on one's discipline.** **Examples include** original research when consulting for a company, creating national standards for an accrediting organization, designing curricula for national or regional use.

C. Service

1. To The College

Contributions to the effective operation and growth of the institution. **Examples include:** creating or significantly revising programs, curricula, courses; active participation on or chairing of departmental, school and college-wide committees, organizations, or task forces; advising student organizations or clubs; participation in campus governance or as an elected faculty representative; participation in off-campus programs or workshops on- or off-campus as an invited representative of The College.

2. To the Profession

Contributions to the advancement of one's academic profession through active participation in professional and scholarly organizations. **Examples include:** holding membership and/or office in a professional organization within one's academic discipline; participating or leading professional organizations by serving on governing boards, chairing meetings, leading discussions; acting as a member of an accrediting team or review board; providing a sought after service relevant to one's discipline. Also included is consulting involving the application rather than the creation of knowledge.

3. To the Community

Contributions made through the application of a faculty member's academic skills and experience to the solution of campus, local, national, or international problems. **Examples include:** advising student organizations; acting as a guest lecturer in student programs; membership and active participation in charitable, civic and cultural organizations; acting as a resource person for educational organizations, government, business or industry.

III. STANDARDS FOR EVALUATION OF TEACHING, SCHOLARLY/CREATIVE/PROFESSIONAL ACTIVITY, AND SERVICE

A standard sets a basis of comparison for judging quality. The following standards should be applied in judging a candidate's application for promotion.

A. High quality work as judged by one's peers and students.

Work selected by a jury, panel, or series of reviewers will be particularly valued. Where appropriate (for example, in the category of teaching) student judgement will be used. In terms of service, high quality contributions (such as effective contributions to committee work) are more significant than just holding membership.

B. Scope of recognition at the national, regional, or local level.

Candidates with a wide scope of recognition are evaluated positively.

C. Sustained effort, involvement, and record of accomplishment.

Consistent accomplishment over time will be evaluated more positively than less sustained effort and a completed work more positively than a comparable work in progress.

D. Impact of one's activities.

Candidates should demonstrate a positive impact on their students, peers, or profession as a result of their teaching, scholarly/creative/professional activity, or service. Of first importance is the impact on students.

IV. QUALIFICATIONS ACCORDING TO RANK*

Candidates must demonstrate accomplishments in the categories of teaching, scholarly/creative/professional activity, and service. However, high quality teaching is a necessary condition for promotion, requires a most careful examination, and at each rank carries greater weight than scholarship or service. Since promotion recognizes progressive professional accomplishment, each rank requires an increasing level of accomplishment. The qualifications for each rank are:

Associate Professor	Professor
Evidence of accomplishment beyond that expected for the rank of Assistant Professor as follows.	There should be a consistent pattern of academic leadership and scholarly accomplishments. The candidate's achievements have significant impact not only on students but also on The College, the profession, academic community, or the community at large. Evidence of excellence beyond that expected for the rank of Associate Professor as follows.
Teaching	Teaching
Evidence of having reached a consistent level of excellent teaching and advising with promise of developing into a master teacher.	Evidence that the candidate is recognized as a master teacher.
Scholarly/creative/professional achievement	Scholarly/creative/professional achievement
Evidence of continued achievement since initial appointment indicating a major impact on one's discipline. Examples include:	Evidence of continued achievement since attaining the rank of Associate Professor indicating a major impact on one's discipline. Examples include:
Articles in juried, professional, or highly selective publications.	Articles in juried, professional, or highly selective publications.
Presentations at conferences or professional organizations.	Invited presentations at regional, national or international conferences.
Manuscripts under contract for publication.	Published books whose quality is reflected in review, adoptions, citations.

*Also see minimum eligibility requirements on p. 1.

Creative work presented to selective or juried organizations.

Consulting activities demonstrating professional recognition of one's scholarship at least at the local or state level.

Other activities such as obtaining grants, publishing software, or writing reviews.

Service

Consistent service to the department, school, College, community, and/or profession.

Examples include:

Working with student groups

Active membership on department, school, and/or College committees.

Participation in appropriate professional or community organizations.

Creating or significantly revising programs, curricula, courses.

Consulting.

Creative work presented to invited or juried highly selective organizations on a state, regional, national, and/or international level.

Consulting activities primarily in a leadership role demonstrating professional recognition of one's scholarship at the regional, national, and/or international level.

Other activities such as obtaining external grants, publishing software, or writing reviews.

Service

Leadership and consistent service to the department, school, College, community, and profession. **Examples include:**

Working with student groups.

Holding office in or chairing department, school, or College committees.

Holding office in or chairing appropriate professional and community organizations.

Creating or significantly revising entire departmental programs/curricula

Consulting in a leadership role.

Coordinating or directing projects.

Supervising grant activities.

V. DOCUMENTATION FOR APPLYING FOR PROMOTION

Documentation should be selective, supporting the candidate's achievements and impact in teaching, scholarly/creative/professional activity, and service. Those forms of documentation marked in bold are required. The remaining are suggested and are neither prescriptive nor exhaustive. No single activity or accomplishment should be cited in more than one category.

A. Teaching

1. **Peer observation and evaluation.** Required. See Appendix II for process.
2. **Student evaluations of teaching for the last three years.** Required. See Appendices III and IV for process.

3. **Student evaluations of advising for the last three years.** Required. See Appendix V for process. [to be implemented after the validity of the instrument has been demonstrated]
4. Course materials such as syllabi, study guides, examinations, assignments, and software tutorials.
5. Evidence of course and curriculum development.
6. Other evidence of teaching effectiveness as determined by the candidate. Examples include but are not limited to letters or other materials from students, colleagues, etc. addressing teaching/advising ability or providing anecdotal examples of teaching effectiveness.

B. Scholarly/creative/professional activity:

1. Optional external peer evaluation. See Appendices VI and VII for process.
2. Documentation includes but is not limited to: copies of publications; notification of awards and honors; notification of grants and reports on grant activities; printed programs, catalogs, or proceedings; reviews of books, particularly when done in depth; reprinting of articles or parts of books in collections of distinguished contributions to a subject; lists of adoptions of a textbook; citations.
3. Documentation concerning the significance of journal articles may include whether the journal is juried, its acceptance rate, its circulation.
4. For workshops, invited lectures and papers, creative work selected by a jury or presented to a highly selective organization, information should be provided showing the significance of the inviting organization or institution within the discipline.
5. Documentation of service as a consultant or practitioner should make it clear that the work involves the creation rather than the application of knowledge and that this work impacts significantly upon one's discipline. Evidence includes but is not limited to written evaluations by peers or professional organizations.

C. Service

- 1) Documentation of active involvement should indicate the nature, quality, extent, and impact of the candidate's contributions.
- 2) Evidence should make clear how the service activity is linked to one's professional/academic expertise.

VI. PROCEDURES FOR APPLYING FOR PROMOTION

A. Preliminary Steps

1. Notification of intent to apply^{*}
 - a. No later than January 31, the Office of Academic Affairs will send out a notice that application materials are available.
 - b. No later than October 2, the faculty member will sign a form provided by the Office of Academic Affairs as notice of intent to file for promotion.
2. Certification of Credentials and Service

No later than the first week in November, the Office of Academic Affairs will provide departmental committees and applicants with information indicating the date an applicant commenced service at The College, total number of years of service, and the number of years in present academic rank. It also will certify that a candidate has met the minimum educational requirements (see p. 1) through a terminal degree or having established equivalency or that this requirement is waived under the grandfather clause. Any discrepancies with respect to the information supplied shall be resolved prior to the start of the promotion process.

B. Submission of Application and Supporting Materials^{**}

1. The candidate submits his or her application and supporting materials to the Department Promotions Committee by October 2.
2. An application should use the headings and numbering system of the "Format for Promotion Application" found in Appendix I. The application should be on 8 1/2 x 11 white paper with numbered pages and a table of contents. Two copies should be submitted in the official Documents Envelope (see p. 9).
3. Supporting documents should be submitted in a hard-cover binder. Include a table of contents and mark sections and subsections with identifying tabs. Identify all material with name of applicant and appropriate heading.
4. Supporting documentation includes the following. Items marked in bold are required. (Also see pp. 6-7 for examples of documentation.)
 - a. **Peer teaching evaluation reports.** (See Appendix II). Required.
 - b. **Student evaluations from the last three years of teaching prior to the application using the Summary Form for Student Evaluations** (see Appendix IV). Required. Until the 1996-97 academic year, earlier evaluation forms may be used but must be summarized in a similar fashion.

^{*}A faculty member also may be nominated by another person to the Departmental Promotions Committee. The candidate shall be informed by the nominator prior to the deadline for application submission, and the nomination may be declined. A candidate who accepts is responsible for completing the application process according to the deadlines in this document.

^{**}All materials submitted by a candidate shall be returned to the candidate by the College Promotions Committee.

- c. **Student evaluations from the last three years of advising.** Required. (See Appendix V). [to be implemented after validity of the instrument has been demonstrated]
 - d. Where a faculty member has elected to use an external review, the letters soliciting external review and the vitae of the external reviewers shall be provided in addition to the reviewers' evaluations.
 - e. The candidate's responses to evaluations and assessments (e.g., peer evaluations of teaching; student evaluations of teaching; Department Promotions Committee recommendations; Dean's recommendation) may be included at the option of the candidate.
- 4. Additional supporting material may be submitted either in the binder if space permits or in a box, heavy envelope, or other sturdy container. All material must be clearly labeled and organized. References to this material should be included in the application itself.
- 5. An official Documents Envelope will be provided by the Office of Academic Affairs. In it must be submitted:
 - a. Certification of credentials and service.
 - b. Two copies of the candidate's application.
 - c. Candidate's Essay: A two to five page, double spaced, typed essay in which the candidate comments upon the particular strengths of the application. The essay should address how the candidate has fulfilled the qualifications stated in this document under each area: teaching, scholarly/creative/professional activity, and service. It should include specific examples of excellent teaching and its impact, of the significance and impact in preparing students for careers and life after college, of the significance and impact of scholarship, especially as related to scholarship in support of teaching, and of the scope and impact of service.
 - d. Department Promotion Committee's recommendation (to be added later by committee).
 - e. Dean's recommendation (to be added later by Dean).
- C. **Withdrawing the application**

A candidate may at any time in the process withdraw the application for promotion without prejudice. An application is withdrawn by submitting a letter to the chair of the Department or College Promotions Committee, depending upon the stage of the application process.
- D. **Continuing the application**
 - 1. Candidate's response to Department Promotions Committee
 - a. Each candidate shall have the opportunity to appear before the committee to amplify and explain the documentation.

- b. The candidate is informed in writing of the Department Promotion Committee's recommendation by October 16.
- c. Each candidate shall have an opportunity to examine the committee's recommendation in its entirety. The candidate shall indicate by signature that he or she has read the entire contents and has been afforded an opportunity for comment and response. Such response is due by October 30 and shall be forwarded to the College Promotion Committee as part of the application.
- d. A non-recommended candidate may choose to continue an application. To do so, the non-recommended candidate must notify the chair of the College Promotion Committee in writing (with copies to the Dean and the chair of the Department Promotion Committee) no later than October 30.
- e. Claims of violation of procedures must be reported to the President of The College by the individual grievant 14 days from the date on which such claimed violation took place or 14 days from the date on which the individual grievant should have reasonably known of its occurrence. In the event of failure to report the occurrence within such 14 day period, the matter may not be raised in any later grievance contesting the validity of the committee's recommendation or any action based there on. (Article VII, G.5, State-Union Agreement).

2. Candidate's response to the Dean

The Dean's recommendation shall be transmitted to the candidate by November 20. The candidate may, within three working days of receiving the recommendation, request a meeting with the Dean to discuss that recommendation. The discussion shall take place within three working days of the request. Within three working days of the discussion, the Dean shall notify the candidate in writing of the final recommendation. If there is any response from the candidate, it must be in writing and shall become a part of the application and forwarded to the College Promotions Committee.

3. Candidate's response to College Promotions Committee

- a. Each candidate and/or representative will have the opportunity to appear before the committee to amplify and explain the documentation submitted with the application. A request to appear before the committee must be made in writing on or before the second Monday in December.
- b. Each candidate will receive written notification of the recommendation of the College Promotions Committee by January 17. Subsequently, non-recommended candidates receive a feedback letter.
- c. Candidates have seven days after receipt of the committee's recommendation to submit an appeal. Information on the dates and procedures for making an appeal is included in the committee's letter of notification to the candidate. New, extraordinary, and compelling evidence must be submitted in order to warrant a change in the committee's recommendation.
- d. Within seven calendar days of the final recommendation of the College Promotions Committee to the President, or by February 9, a candidate may

initiate a grievance through the Union based on the allegation that, after timely filing of his or her application, the promotional procedure was violated or that there was breach of the rights of the candidate concerning discrimination or academic freedom. Such a claim, if sustained, will result in a reprocessing of the application on an expedited basis. A final recommendation in such case shall be made to the President no later than March 1 of the year in question. (State-Union Agreement, XIV, G)

4. Candidate's response to the Vice President for Academic Affairs (see also Role of the Vice President for Academic Affairs, p. 18)
 - a. Should the Vice President, following the conclusion of the appeals process (see p. 18), make a promotion recommendation contrary to that made by the College Promotions Committee, the candidate may request a meeting with the Vice President. The request must be made within three working days of receiving the recommendation, and the discussion shall take place within three working days of receiving the request. Within three working days of the discussion, the Vice President shall notify the candidate in writing of the final recommendation.
 - b. The candidate may respond to the Vice President's final recommendation, and that response shall be forwarded to the President.
5. Candidate's response to the President

A candidate who has been recommended by the College Promotions Committee and who is not recommended by the President may request and will be granted a meeting with the President to discuss the reasons for the President's non-concurrence with the committee's recommendations.

VII. DEPARTMENT PROMOTIONS COMMITTEE*

A. Membership/Eligibility

1. No candidate for promotion will be a member of the Department Promotions Committee.
2. Minimum Number

Departments of 10 or fewer members must have at least 3 members on the Department Promotions Committees; departments of more than 10 members must have at least 5 members. In cases where the department chair does not vote, he or she may serve *ex officio* but is not counted among the number of individuals making up the committee. Each department should put on record with the Office of Academic Affairs its number of voting members.

*In the School of Nursing and School of Business, a School Committee shall carry out the function of the Departmental Promotion Committee.

3. Tenure of Members

Department Promotions Committee members must be tenured with the exception of the department chair who, even if untenured, may, at the choice of the department, serve *ex officio* with vote.

4. Outside Members

A department with insufficient members available to serve on its committee may elect members of other departments who meet eligibility requirements. Each department shall file with the Office of Academic Affairs the names of up to three departments representing related or cognate disciplines from which it may elect members. A department with insufficient membership on its committee will poll the members of the three identified departments to determine who is interested in serving. These names shall be placed on a departmental ballot, and a sufficient number shall be elected to bring the number on the committee to the required minimum.

5. Service on Multiple Committees

- a. A faculty member may serve on two Department Promotions Committees.
- b. Faculty serving on a Department Promotions Committee may not serve on the College Promotions Committee

B. Selection of Committee Members

1. The department may by simple majority vote designate committee membership to be comprised of all tenured faculty members in the department or;
2. Where a department chooses to elect its members, it shall develop election procedures and conduct elections.
3. All Department Promotions Committee selection procedures shall be filed with the Office of Academic Affairs. Prior to implementation, these will be reviewed jointly by the Union and The College to assure fairness and equity. Once reviewed, departmental selection procedures will be included in the College Promotions Handbook.

C. Committee Responsibilities

1. To evaluate each applicant in terms of the Bases for Promotion, Standards, and Qualifications According to Rank (see pp. 2-6) and to recommend for promotion only those candidates who clearly warrant such promotion.
2. To complete the Format for Department Recommendation for Promotion (see Appendix VIII) indicating how the application materials demonstrate that the recommended candidates are eligible in terms of the Bases for Promotion, Standards, and Qualifications According to Rank. There shall be only one recommendation forwarded for each candidate. Candidates are to be informed in writing of the committee's decision by October 16.

3. To forward the application materials of all recommended candidates and of all non-recommended candidates who indicate that they wish to continue their application, along with the departmental recommendation for each of these candidates, to the Dean for consideration.
4. To provide feedback to all non-recommended candidates that, as set out in the Bases for Promotion, Standards, and Qualifications According to Rank, improvement is needed in one or more of the following: teaching; scholarly/professional/creative activity; service.

Note: The feedback provided is not binding on subsequent committees and only reflects the best professional judgment of the current sitting committee.

5. To administer student evaluation of teaching (see Appendix III) and outside peer review procedures (see Appendices VI and VII).
6. To have at least one of its members as a peer observer of teaching for each candidate for promotion.

D. Committee Operating Procedures

1. A candidate may choose to have a conference with a member of the committee to confirm the completeness of the application.
2. Candidates shall have the opportunity to appear before the committee to amplify and explain documentation submitted with the candidate's application.
3. Discussion shall be limited to each candidate's application, supportive documents and evaluation materials as they apply to the Standards and to the Qualifications According to Rank found on pp. 5-6 of this document.
4. Committee members shall not serve as advocates for any candidate. However, committee members may, at the request of the committee, provide additional information related to the Standards and to the Qualifications According to Rank.
5. Any evaluation from previous years supplied by the candidate and included in the application material will be reviewed by the committee.
6. Each candidate shall have an opportunity to examine the committee's recommendation. The candidate shall indicate by signature that he/she has read the entire recommendation and has been afforded an opportunity for comment and response. The candidate also shall be given a copy of the recommendation for his or her records. Any response from the candidate shall be forwarded as part of the candidate's application.
7. The committee will forward its final report and recommendation for each candidate along with the application and documentation materials to the Dean by November 3.

VIII. ROLE OF THE DEAN

- A. Upon receiving the Department Promotions Committee's evaluations, the Dean shall take that committee's report into consideration and prepare a separate written recommendation for each recommended candidate and each non-recommended candidate wishing to continue. That

recommendation will indicate how the application materials demonstrate that the candidate meets or does not meet the Standards and Qualifications According to Rank (see pp. 4-6)

- B. The Dean's recommendation shall be transmitted to the candidate for review and response by November 20. The candidate may, within three working days of receiving the recommendation, request a meeting with the Dean to discuss that recommendation. The discussion shall take place within three working days of the request. Within three working days of the discussion, the Dean shall notify the candidate in writing of the final recommendation. If there is any response from the candidate, it must be in writing and shall become a part of the application and forwarded to the College Promotions Committee.
- C. When all meetings with candidates are completed, the Dean's written recommendation for each candidate, along with the accompanying application and documentation materials, are to be forwarded to the College Promotions Committee by December 9.

IX. COLLEGE PROMOTIONS COMMITTEE

A. Membership/Eligibility

- 1. No candidate for promotion shall be a member of the College Promotions Committee.
- 2. Members shall be tenured senior faculty and Librarians I and II.
- 3. Faculty may not serve concurrently on a Department Promotions Committee and the College Promotion Committee.
- 4. Membership by school/disciplinary category
 - a. One member from each of the following:
 - (1) Humanities (English, History, Modern Languages, Philosophy and Religion)
 - (2) Fine and Performing Arts (Art, Communication Studies, Music)
 - (3) Social Sciences (African-American Studies, Law and Justice, Political Science, Psychology, Sociology and Anthropology)
 - (4) Natural Sciences and Mathematics (Biology, Chemistry, Computer Science, Mathematics, Physics)
 - (5) School of Business
 - (6) School of Nursing
 - (7) School of Engineering
 - (8) Library
 - b. Two members from the School of Education (each from a different department)
- 5. No one may serve more often than four years in a nine year period.
- 6. No single department in the School of Arts and Sciences may represent that School for more than two consecutive terms.
- 7. The Union shall appoint an observer.

8. The Vice President for Academic Affairs shall serve as a participating member *ex officio* without vote.

B. Term of service

Except for the completion of another person's uncompleted term, the term of service is three years.

C. Nomination and elections procedures

1. College Promotions Committee Election Committee

The College Promotions Committee Election Committee shall consist of two representatives from the Union and two from The College administration. This committee's role is to fill vacancies on the College Promotions Committee by: issuing the call for nominations; overseeing the preparation of ballots; and establishing election rules and overseeing the conduct of elections.

2. Nominations

The call for nominations (including self-nominations) to the College Promotions Committee will be made on or before the last Monday in January. All nominations must be submitted on the appropriate forms to College Promotions Committee Election Committee in care of the Office of Academic Affairs by 4:30 p.m. on the second Monday in February.

3. Ballot preparation

Voting is by School (or the Library). The Office of Academic Affairs prepares the ballots for each School (or the Library) in which there is a vacancy and distributes them by 4:30 p.m. on the first Monday in March.

4. Conduct of Elections

- a. Ballots are to be sealed in a blank envelope provided with that ballot and returned to the College Promotions Elections Committee in care of the Office of Academic Affairs by the 2nd Monday in March.
- b. Ballots are tallied by the College Promotions Elections Committee, and the person receiving a majority vote in a School or disciplinary category shall be declared elected.
- c. Where no one receives a majority of the votes, a run-off election shall be held between the top two nominees in the category. The Office of the Academic Affairs will prepare a run-off ballot to be delivered to faculty by 4:30 p.m. on the fourth Monday in March and returned by 4:30 p.m. on the first Monday in April. Individuals receiving a majority of votes within a category shall be declared elected.
- d. The College Promotions Elections Committee shall announce election results by the second Monday in April.

D. Responsibilities of the College Promotions Committee

The committee shall evaluate each applicant in terms of the Bases for Promotion, Standards, and Qualifications According to Rank (see pp. 2-6) and recommend promotion only for those candidates who clearly warrant such promotion.

E. College Promotions Committee Operating Procedures

1. Committee membership begins on September 1 of each academic year.
2. The chairperson of the previous year shall call the first meeting of the committee.
3. At the first meeting, the Affirmative Action Officer will give an overview of affirmative action concerns and alert the committee to affirmative action issues as they relate to the promotion process. After discussion and upon the request of a majority of the committee, the Affirmative Action Officer may be asked to sit with the committee during its discussion and review of candidates.
4. The chairperson shall be a regular faculty member of the committee elected by a majority of the current committee members at the first meeting of the academic year.
5. The College Promotions Committee shall receive the application and supporting documentation for each candidate. In its consideration of candidates, the committee shall:
 - a. Review and discuss all materials received from each candidate, assessing the quality of the documentation and considering any recommendations made by the Department Promotions Committees and the Dean.
 - b. Give consideration to the evaluations made by previous years' Department and/or College Promotions Committees Promotion, if the candidate has supplied these materials.
 - c. Restrict its discussions of candidates to the Bases for Promotion, Standards, and Qualifications According to Rank found in this document (pp. 2-6).
 - d. Not have any of its members act as an advocate of a discipline, department, or school. However, members may, at the request of the committee, provide additional information related to the Bases for Promotion, Standards, and Qualifications According to Rank.
 - e. Provide candidates and/or their representatives an opportunity to appear before the committee to amplify and explain the documentation submitted with the application. A request to appear before the committee must be made in writing on or before the second Monday in December. At least six members of the committee must be present during any appearance by a candidate or representative.
 - f. Allow the candidate to examine the committee's feedback letter and recommendation. Any comment or response to these from the candidate shall be forwarded to the President as part of the candidate's application.

F. Committee Voting Procedures

1. All candidates for one rank are discussed and voted upon before discussion and voting for another rank take place.
2. Candidates within each rank are discussed in alphabetical order. Discussion may be terminated by a majority vote of the committee.
3. After thorough discussion of each candidate, committee members will vote "yes" or "no" by secret ballot, with the results of each ballot not announced until all candidates have been voted upon.
4. Candidates receiving seven or more votes are recommended for promotion.
5. Candidates receiving six votes can be recalled by one committee member. After full discussion, a recall vote is held for these candidates, and those receiving seven or more votes are recommended for promotion.

G. Notification of applicants

On or before January 17, the committee shall conclude its deliberations, arrive at recommendations, and notify in writing recommended and non-recommended candidates.

H. Feedback to non-recommended candidates

The committee's feedback letter to non-recommended candidates shall indicate that, as set out in the Bases for Promotion, Standards, and Qualifications According to Rank, improvement is needed in one or more of the following: teaching; scholarly/creative/professional activity; service.

Note: The feedback provided is not binding on subsequent committees and only reflects the best professional judgment of the current sitting committee.

I. Appeals

Candidates for promotion have seven days after receipt of the committee's recommendation to submit an appeal. Information on the dates and procedures for making an appeal is included in the committee's letter of notification to the candidate. New, extraordinary, and compelling evidence must be submitted in order to warrant a change in the committee's recommendation. After hearing a presentation by the candidate, the committee will vote by secret ballot, with eight affirmative votes needed to sustain an appeal. The Vice President for Academic Affairs must be present for the hearing of appeals.

J. Reporting to the President

Upon completion of the appeal process, the committee shall forward to the President a list of candidates it recommends for promotion, the promotion materials of the candidates, and its recommendation for each. There shall be only one recommendation for each candidate, and this recommendation shall indicate how the candidate meets the Standards and Qualifications According to Rank (pp.4-6). The committee's final recommendations shall be made known to all applicants within two working days after submission to the President.

X. ROLE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

- A. The Vice President serves *ex officio* as a non-voting member of the College Promotions Committee and must be present for the hearing of appeals by the College Promotions Committee.
- B. Once appeals to the College Promotions Committee have been completed and the committee's final recommendations have been made, the Vice President shall prepare a written statement indicating concurrence or areas of non-concurrence with the committee's recommendations. The Vice President's comments shall indicate how the application materials demonstrate that the recommended candidates meet or do not meet the Standards and Qualifications for Promotion According to Rank (pp 4-6).
- C. The Vice President's report shall be transmitted immediately to the candidate for review and response. Should the Vice President make a recommendation contrary to that made by the College Promotions Committee, the candidate may request a meeting with the Vice President. The request must be made within three working days of receiving the recommendation, and the discussion shall take place within three working days of receiving the request. Within three working days of the discussion, the Vice President shall notify the candidate in writing of the final recommendation.
- D. Any response by the candidate to the Vice President's final recommendation shall be forwarded to the President.

XI. ROLE OF THE PRESIDENT

- A. On or before November 15, the President or designee shall inform the College and Department Promotions Committees of the number of promotions available at each rank.
- B. Within three working days after receiving the final recommendations of the College Promotions Committee, the President may choose to meet with the committee concerning its recommendations.
- C. Should the President make a recommendation inconsistent with that of the College Promotions Committee, he or she shall provide the committee with the reasons for that action at least five days prior to the Board of Trustees meeting at which promotions are to be considered. (State-Union Agreement XIV, D)
- D. A candidate who has been recommended by the College Promotions Committee and not recommended by the President may request and will be granted a meeting with the President to discuss the reasons for the President's non-concurrence with the committee's recommendations.
- E. Recommendations of the President to the Board of Trustees and the decisions of the Board shall be delivered in writing to all candidates no later than March 15, unless changed by local agreement between The College and the Union.

XII. PROMOTIONS DOCUMENT AND PROMOTIONS HANDBOOK

- A. The College shall provide copies of this Promotions Document in sufficient quantities so that each affected employee may receive a copy plus additional copies for employees hired during the term of these procedures. The College assumes responsibility for the distribution of the document, and all new employees shall receive a copy on or before September 10 of the academic year.
- B. The Office of Academic Affairs shall secure and compile in a handbook, the election and operating procedures established by the various schools and departments. These shall be reviewed with the Union.
- C. Suggestions from individual faculty members, librarians, and committees for changes in the policies, procedures and forms shall be submitted in writing by a joint letter to the College and the Union.

APPENDICES

APPENDIX I
FORMAT FOR FACULTY PROMOTION APPLICATION

Respond only in applicable categories, using the numbering system below.

Name

Present Rank

Department

Date of initial appointment at The College of New Jersey.

Date of appointment to present rank at The College of New Jersey.

I am applying for promotion to the rank of: _____.

I understand that this is the only rank for which I will be considered.

- I. Employment record, beginning with the most recent experience. Indicate: date, employer, title, and brief job description.
- II. Educational Background
 - A. Degrees and diplomas, with dates, institution, and specialization.
 - B. Title of dissertation.
- III. Teaching
 - A. Delivery of instruction. Discuss the quality of your teaching effectiveness in terms of each of the following. Refer to supporting documentation which should be limited to the past three years and provided in an appendix (appendices) to the application.
 1. Peer evaluation.
 2. Student evaluation.
 3. Other evidence of teaching effectiveness.
 - B. Course materials.
 - C. Development of courses and curricula.
 - D. Participation in professional conferences related to teaching in your discipline. Indicate: sponsoring group, topic, date, place, extent of participation. Discuss the impact on the your teaching.
 - E. Non-classroom modes of instruction. Provide evidence of success.
 - F. Academic advising. Provide evidence of success.
- IV. Scholarly/Creative/Professional Activity
 - A. Scholarly endeavors.

List according to one of the standard bibliographic formats used in the academic disciplines. Indicate any grant support received. Where there are co-authors, indicate the degree and nature of your contribution.

 1. Books and monographs completed.
 2. Books and monographs in progress. Provide evidence of progress.
 3. Journal articles completed and published.
 4. Journal articles completed and "under review."
 5. Chapters in books.
 6. Papers and lectures for conferences or professional societies. Provide information about the significance of the conference within the discipline.

7. Software/electronic media.
8. Additional research projects completed.
9. Additional research projects in progress. Provide evidence of progress.
10. Special honors. Indicate: name and type; authority/organization conferring honor; date.
11. Service as an editor or reviewer of scholarly work or proposals. Service on a jury for creative works.

B. Creative endeavors.

Indicate any grant support received. Where there are joint contributors, indicate the degree and nature of your contribution.

1. Creative works completed. Indicate: type; collaborators, if any; location; date. If there is a sponsoring organization, provide information about its significance within the discipline
2. Creative works in progress. Provide evidence of progress.
3. Shows, performances, exhibits, displays.
4. Special honors. Indicate: name and type; authority/organization conferring honor; date.

C. Professional and intellectual development.

1. Current matriculation in a degree program. Submit in the supporting documentation a letter from the appropriate graduate advisor indicating: student status, nature of study, program, institution, anticipated date of completion.
2. Courses completed since highest degree was awarded. Provide photocopy of transcript in the supporting documentation.
3. Post-doctoral study, internships, personal study, workshops attended, recertification programs, etc. Include evidence of extent of participation in supporting documentation.

D. Service as a consultant in creating rather than applying knowledge. Indicate: name of institution/organization, dates, description of activity.

V. Service

For all forms of service indicate dates, offices held (if any), and provide in the supporting documentation evidence of the extent of your contributions.

A. To The College.

1. College-wide committees.
2. School committees.
3. Departmental committees.
4. Other college/school/department service.

B. To the profession.

1. Service as a consultant applying rather than creating knowledge.
2. Membership in professional organizations.
3. Participation or leadership in organizations.
4. Professional service as a task force member or member of an accrediting team.

C. To the community.

VI. Other attainments and honors contributing to qualifications for promotion.

(Also submit a copy of the Candidate's Essay. See p. 9.)

I hereby affirm that the information I have provided in this application is accurate.

Signature _____ Date _____

February, 1997

APPENDIX II

PROCEDURES FOR PEER OBSERVATION AND EVALUATION OF TEACHING

General Guidelines

- A. All peer observations, student evaluations, and other evaluative material concerning teaching must be from the last three years of teaching prior to the application.
- B. A candidate with teaching responsibilities in more than one department may choose to be observed in each area.

Peer Observation of Teaching

The candidate may select the peer observers and submit a minimum of two observations. However all observers must be tenured members of the faculty, and at least one must be a member of the candidate's Department Promotion Committee at the time that the promotion application is submitted. The candidate may select the section and date for a classroom observation, and each observation shall be for a full class period. A candidate may choose to meet with each peer observer prior to the observation to discuss the nature of the class that will be seen and to provide related written materials.

Within a week, each peer observer shall write a report in the form of a narrative addressing the following and providing supportive detail where appropriate:

- 1. Knowledge of subject matter
- 2. Organization of the class
- 3. Preparation for class
- 4. Effective presentation
- 5. Stimulation of thought
- 6. General rapport with students

Each peer observation report may also discuss the following aspects of teaching based upon materials provided by the candidate:

- 1. Course materials
- 2. Course development
- 3. Non-classroom modes of instruction (where applicable)

Each peer observer shall meet with the candidate within a reasonable time after the observation to discuss the written report. After the discussion, the candidate shall sign the report to signify that he/she has read it and has had an opportunity to append any comment or response he/she wishes. Any written response by the candidate becomes a part of the promotion materials.

Departmental Promotion's Committee Recommendation of Teaching

It is the responsibility of the Departmental Promotions Committee to complete the Format for Department Recommendation for Promotion (see Appendix VIII). Part of that format is a discussion and evaluation of teaching. That discussion and evaluation should be an analysis based upon:

- 1. Peer observation reports
- 2. Student evaluations of teaching collected using The College's approved form and procedures (See Appendix III)

3. Student evaluations of advising collected using The College's approved form and procedures [to be implemented after the validity of the instrument has been demonstrated]
4. Course materials submitted by the candidate
5. Additional materials and documentation submitted by the candidate

The evaluation should address teaching as described on pp. 2-3 and use the Standards and Qualifications According to Rank set out on pp. 4-6.

THE COLLEGE OF NEW JERSEY

Anonymous Student Feedback on Teaching

INSTRUCTOR'S NAME	<table border="1"> <tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td><td>I</td><td>J</td><td>K</td><td>L</td><td>M</td><td>N</td><td>O</td><td>P</td><td>Q</td><td>R</td><td>S</td><td>T</td><td>U</td><td>V</td><td>W</td><td>X</td><td>Y</td><td>Z</td></tr> <tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td><td>I</td><td>J</td><td>K</td><td>L</td><td>M</td><td>N</td><td>O</td><td>P</td><td>Q</td><td>R</td><td>S</td><td>T</td><td>U</td><td>V</td><td>W</td><td>X</td><td>Y</td><td>Z</td></tr> <tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td><td>I</td><td>J</td><td>K</td><td>L</td><td>M</td><td>N</td><td>O</td><td>P</td><td>Q</td><td>R</td><td>S</td><td>T</td><td>U</td><td>V</td><td>W</td><td>X</td><td>Y</td><td>Z</td></tr> <tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td><td>I</td><td>J</td><td>K</td><td>L</td><td>M</td><td>N</td><td>O</td><td>P</td><td>Q</td><td>R</td><td>S</td><td>T</td><td>U</td><td>V</td><td>W</td><td>X</td><td>Y</td><td>Z</td></tr> <tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td><td>I</td><td>J</td><td>K</td><td>L</td><td>M</td><td>N</td><td>O</td><td>P</td><td>Q</td><td>R</td><td>S</td><td>T</td><td>U</td><td>V</td><td>W</td><td>X</td><td>Y</td><td>Z</td></tr> </table>																										A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
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Note: If the question is not applicable or you have no basis for providing feedback, leave the item blank.

- I am taking this course as: (select only one)

<input type="radio"/> A a requirement in my undergraduate major/minor	<input type="radio"/> D an undergraduate elective
<input type="radio"/> B an option in my undergraduate major/minor	<input type="radio"/> E a requirement in my graduate program
<input type="radio"/> C a general education course	<input type="radio"/> F as an elective in my graduate program
- The instructor presents material in a well-organized fashion.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor is receptive and responsive to student needs, questions, and concerns.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor uses class time efficiently.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor is well prepared for each class.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor is accessible for course-related consultation and advice.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor meets his or her classes.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor assigns course work that is challenging and helps me learn.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor grades and returns student work in a timely fashion.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor provides me with feedback on my work.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor presents course material in a manner that helps me learn.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- The instructor discourages dishonesty and cheating.

<input type="radio"/> A strongly agree	<input type="radio"/> B agree	<input type="radio"/> C no opinion	<input type="radio"/> D disagree	<input type="radio"/> E strongly disagree
--	-------------------------------	------------------------------------	----------------------------------	---
- The instructor respects individual differences and cultural backgrounds.

<input type="radio"/> A strongly agree	<input type="radio"/> B agree	<input type="radio"/> C no opinion	<input type="radio"/> D disagree	<input type="radio"/> E strongly disagree
--	-------------------------------	------------------------------------	----------------------------------	---
- The instructor challenges me to think.

<input type="radio"/> A almost always	<input type="radio"/> B frequently	<input type="radio"/> C ordinarily	<input type="radio"/> D infrequently	<input type="radio"/> E hardly ever
---------------------------------------	------------------------------------	------------------------------------	--------------------------------------	-------------------------------------
- Overall, I would rate the instructor's teaching effectiveness in this course as:

<input type="radio"/> A excellent	<input type="radio"/> B very good	<input type="radio"/> C satisfactory	<input type="radio"/> D less than satisfactory	<input type="radio"/> E poor
-----------------------------------	-----------------------------------	--------------------------------------	--	------------------------------

THE COLLEGE OF NEW JERSEY
STUDENT COMMENT SHEETSUPPLEMENTAL TO
ANONYMOUS STUDENT FEEDBACK ON TEACHING

INSTRUCTOR _____ COURSE _____

DATE _____ SEMESTER/YEAR _____

- I am taking this course as: (select only one)
- (a) a requirement in my undergraduate major/minor
 - (b) an option in my undergraduate major/minor
 - (c) a general education course
 - (d) an undergraduate elective
 - (e) a requirement in my graduate program
 - (f) as an elective in my graduate program

Please use this space to comment on specific aspects of the instructor's teaching that are particularly important to you.

THE COLLEGE OF NEW JERSEY
PROCEDURES FOR SOLICITING STUDENT FEEDBACK ON TEACHING

1. The department chairperson (or appropriate associate dean or coordinator in schools without departments) shall bear the responsibility for insuring the integrity of the processes for administering, tabulating, and maintaining the security of all student feedback forms.
2. All sections of regularly scheduled courses must be rated each semester.
3. The student feedback shall be completed anonymously and independently.
4. Student feedback will be collected during the last two weeks of classes and prior to finals week.
5. Students must be allowed at least 15 minutes to complete the form.
6. The number of students enrolled in each course shall be indicated along with the number of students submitting feedback forms.
7. The instructor shall be out of the room while students are completing the feedback forms.
8. Every officially enrolled member of a course who is present on the day the student feedback form is administered shall be given the option of completing a student feedback form.
9. The faculty member has the option of having the feedback forms administered by either a student volunteer or by a faculty member designated by the appropriate personnel committee. This person will collect and return all forms to the department chairperson or designee (associate dean or coordinator in schools without departments) in a sealed envelope. The person who administers the forms must sign his or her name over the seal. The envelope will not be opened until after final course grades have been submitted to the registrar.
10. If a faculty member intends to submit student feedback as part of his or her performance review (reappointment, tenure, and/or promotion), the student feedback forms must be tabulated in summary form by someone other than the instructor. The appropriate personnel committee will be responsible for the tabulation of student feedback forms. This summary tabulation of the Opscan Student Feedback Forms will be processed by the Computer Center. After grades have been submitted to the registrar, student feedback forms and summary tabulations will be returned to the instructor.
11. If a faculty member does not intend to submit student feedback as part of a performance review (reappointment, tenure, and/or promotion), the unopened envelope will be returned to the faculty member after course grades are submitted to the registrar.

Additional Departmental Questions

Departments or schools wishing to collect additional student feedback on instruction or course content may do so on a separate supplemental form. If departments decide to ask additional questions, the supplemental form should be provided to all departmental members by 10/15 of each academic year. The questions shall remain constant throughout each academic year.

Student Comments

Student comments can provide useful additional information to instructors and thus are included as part of the student rating process. Individual instructors may wish to ask students to comment on specific aspects of the course or teaching. Whenever student comments are collected for the purpose of performance review (reappointment, tenure, and/or promotion), ALL student comments, and not a selection, must be included.

APPENDIX IV

THE COLLEGE OF NEW JERSEY
SUMMARY FORMAT FOR STUDENT FEEDBACK ON TEACHING

INSTRUCTOR'S NAME _____
DEPARTMENT _____

Provide student feedback data for each course; include the frequency distribution of responses and average for each item on the student feedback form.

COURSE _____
SECTION _____ SEMESTER/YEAR OFFERED _____
of STUDENTS ENROLLED _____ # of STUDENTS RESPONDING _____

Frequency distribution of responses

	AVERAGE SCORE	a	b	c	d	e	BLANK
Item 1	____NA____	____	____	____	____	____	____
Item 2	_____	____	____	____	____	____	____
Item 3	_____	____	____	____	____	____	____
Item 4	_____	____	____	____	____	____	____
Item 5	_____	____	____	____	____	____	____
Item 6	_____	____	____	____	____	____	____
Item 7	_____	____	____	____	____	____	____
Item 8	_____	____	____	____	____	____	____
Item 9	_____	____	____	____	____	____	____
Item 10	_____	____	____	____	____	____	____
Item 11	_____	____	____	____	____	____	____
Item 12	_____	____	____	____	____	____	____
Item 13	_____	____	____	____	____	____	____
Item 14	_____	____	____	____	____	____	____
Item 15	_____	____	____	____	____	____	____
Student Comments are included _____		Yes	_____	No	_____	_____	_____

APPENDIX V

Materials for student feedback of advising (to be implemented after the validity of the instrument has been demonstrated).

APPENDIX VI

EXTERNAL PEER EVALUATIONS OF SCHOLARLY/CREATIVE/PROFESSIONAL ACTIVITY*

A candidate has the option of submitting solicited external professional peer evaluations of his or her scholarly/creative/professional work written by individuals with established reputations in the candidate's field.

1. Preliminary notification

On or before January 31 of the calendar year in which the faculty member intends to apply for promotion, he or she shall indicate an intention of seeking external peer evaluation by providing the names, titles, and affiliations of at least six potential reviewers. Such indication shall be made in writing to the chairperson of the current Department Promotions Committee.

2. Selection of Reviewers

- a. On or before February 15, the Department Promotions Committee shall meet with the candidate to discuss the characteristics of the reviewers and the nature of the faculty member's relationship to the reviewers.
- b. On or before February 28, the Department Promotions Committee shall respond to the candidate's list by selecting the names of two reviewers. If the committee cannot select two names from the candidate's list, the committee shall solicit from the candidate an additional name for each of those rejected and make a new selection.

3. Contacting the Reviewer

- a. Upon identification of the two reviewers, but no later than March 30, the Department Promotions Committee shall write to determine whether these individuals will serve as reviewers.
- b. The letter to potential reviewers shall include the following:**
 - (1) The name of the candidate, his or her discipline and area of scholarly/creative/professional interest, and the rank being sought.
 - (2) The charge that the reviewer analyze and evaluate critically the candidate's accomplishments and compare them to those of others in the field who are at the rank to which the candidate is applying. The reviewer also is charged with commenting on the candidate's potential for future development.
 - (3) The fact that the evaluation will be shared with the candidate who has the right to respond to it with the promotion application.
 - (4) That the fee will be \$250.

*Violation of these evaluation procedures may be grievable pursuant to Article VII, B.1 of the State-Union Agreement.

**Also see sample letter in Appendix VII.

- (5) A deadline of September 15, for submission of the evaluation report.
 - (6) A request to respond within two weeks, indicating whether he or she will serve as reviewer.
 - c. If a potential reviewer does not respond within two weeks or declines to serve, the name of a new potential reviewer may be supplied by the faculty member to the department committee in the manner described above.
4. Submission to the Reviewers
- The faculty member shall supply the Department Promotions Committee with such material as he or she deems appropriate for submission to the reviewers. The faculty member shall receive a copy of the letter sent to the reviewers.
5. Reviewers' Evaluation Reports
- Reviewers shall submit their reports to the chair of the department committee on or before September 15 of the calendar year of the candidate's application. If not received by that date, the reviewer will be contacted to request immediate submission of the report. Copies of reviewers' reports shall be provided immediately to the faculty member for review and response. Should a reviewer fail to submit a report in time for the candidate to have 14 days in which to make a response prior to the Department Promotions Committee's meeting to make its recommendation, the committee will treat the candidate's application as complete and non-submission of the outside review shall not be deemed prejudicial to the candidate.
6. Candidate's Response to the Reviewers' Reports
- Within 14 days of the receipt of a reviewer's report, the candidate may respond in writing and any such response shall become part of the candidate's promotion application.

APPENDIX VII

SAMPLE LETTER TO EXTERNAL REVIEWER

Dear -----:

Professor [name] has applied for promotion to the rank of [rank] in the Department of [department name]. The Department Promotions Committee requests your evaluation of materials submitted by Professor [name] as part of the application process.

The College of New Jersey is a highly selective, multipurpose, primarily undergraduate institution. It is student-centered and committed to a vision of service, excellence, and diversity. The normal teaching load of its faculty is four courses each semester.

The process of peer review is carried out within the context of a college-wide promotions process. Faculty members are expected to demonstrate accomplishments in the areas of teaching, scholarly/creative/professional activity, and service. We are, however, requesting that your review consider only the scholarly/creative/professional activity and are enclosing the sections of The College's promotions document setting out the bases for evaluating the accomplishments of a candidate. We ask peer reviewers to analyze and critically evaluate the candidate's accomplishments and compare them to those of others in the field who are at the rank to which the candidate is applying. In addition, please comment on the candidate's potential for future development.

At The College of New Jersey, the assessment by external peer reviewers will be shared with the candidate, who will have the right to respond to it as part of the promotion application. There is an honorarium of \$250 for the reviewer, and we ask that the review be completed by [date]. If you are willing to serve as a peer reviewer for scholarly/creative/professional activity of Professor [name], please let me know by [date].

Thank you for your consideration.

Sincerely,

[Chair of Department Promotions Committee]

APPENDIX VIII

FORMAT FOR DEPARTMENT RECOMMENDATION FOR PROMOTION

Candidate _____ Department _____

- I. Teaching
(discussion and evaluation)
- II. Scholarly/Creative/Professional Activity
(discussion and evaluation)
- III. Service
(discussion and evaluation)

The candidate is _____ is not _____ (check one) recommended for promotion.

Signed:

_____ (Chair, Department Promotions Committee)

_____ (Date)

=====

To Applicant For Promotion:

The collective bargaining agreement requires that individuals have an opportunity to read and, if they wish, respond to any documents placed in their personnel files. Please sign below:

I attest that I have read this document. I do _____ do not _____ (check one) intend to forward a response by October 30 to the chair of the Department Promotions Committee. I do _____ do not _____ (check one) want my application forwarded to the College Promotions Committee.

Name _____ Date _____

CANDIDATE WISHING TO APPEAL A DECISION ON PROCEDURAL GROUNDS SHOULD FOLLOW APPEALS PROCEDURE CITED IN THE AGREEMENT BETWEEN THE STATE OF NEW JERSEY AND COUNCIL OF NEW JERSEY STATE COLLEGE LOCALS.

APPENDIX IX

PROMOTIONS TIMETABLE

Note: If, in any year, the specified date is a non-work day, the deadline will be moved forward to the next work day.

January 31	Candidates intending to seek external review notify Department Promotions Committee. Academic Affairs notifies candidates of availability of packets.
2nd Monday in February	Nominations for College Promotions Committee submitted.
February 15	Department Promotions Committee meets with candidate to discuss external review process.
February 28	Department Promotions Committee selects external reviewers.
1st Monday in March	Ballots delivered to faculty for College Promotions Committee election.
2nd Monday March	Ballots due for College Promotions Committee election.
4th Monday necessary).	Ballots delivered to faculty for College Promotions Committee Marchrun-off election (if
March 30	Department Promotions Committee writes to external reviewers.
1st Monday in April	Ballots due from run-off election for College Promotions Committee.
September 15	External reviewer report due to Department Promotions Committee.
By the end of September	Departmental Promotions Committee elections completed.
October 2	Candidates submit applications to Department Promotions Committee.
October 16	Candidates informed in writing of the decision of the Department Promotions Committee.
October 30	Candidate response to Department Promotions Committee.
October 30	Non-recommended candidates notify College Promotions Committee of intention to pursue promotion.
November 3	Department Promotions Committee forwards recommendation and candidates' documentation materials to the appropriate Dean.

November 3	Department Promotions Committee forwards recommendations to College Promotions Committee.
November 8	Academic Affairs provides candidates with letter concerning credentials.
November 15	On or before November 15, the President of The College or designee shall inform the College and Department Promotions Committees of the number of promotions available at the various ranks.
November 20	Dean forwards recommendations to each candidate.
November 27	Candidate response to Dean.
December 7	Dean forwards recommendations and candidates' documentation materials to College Promotions Committee.
2nd Monday in December	Deadline for requesting that candidate and/or representative appear before the College Promotions Committee to amplify or explain documentation submitted with the application.
January 17	Candidates are informed in writing of the decision of the College Promotions Committee.
February 1	A list of candidates recommended for promotion is forwarded from the College Promotions Committee to the President along with the documentation materials of the recommended candidates and a statement indicating how the application materials demonstrate that the recommended candidates meet the criteria and standards for promotion which are set out above.
March 15	Recommendations of the President to the Board of Trustees and decisions of the Board shall be delivered in writing to all candidates.

APPENDIX X
EQUAL OPPORTUNITY POLICY

It is the policy of The College of New Jersey to provide equal opportunity for employment as well as equity of conditions for employment to all of its applicants and employees without regard to race, color, religion, creed, sex, ancestry, national origin, marital status, affectional or sexual orientation, age, disability or liability for service in the Armed Forces of the United States. The College also maintains a commitment to a campus free of sexual harassment.

Inquiries regarding compliance with Title IX or affirmative action statutes may be directed to the Affirmative Action Officer. Those inquiries regarding compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act 1990 may be addressed to the Office of Differing Abilities.

Adopted by the Board of Trustees, October 8, 1991

APPENDIX XI: THE PROMOTION PROCESS

AGENT	RESPONSIBILITIES			
CANDIDATE	<p>Notifies department of intention to use outside peer review by 1/31</p> <p>Submits application by 10/2</p>	<p>Responds to departmental committee recommendation by 10/30.</p> <p>(Optional; for candidates not recommended by department)</p> <p>Notifies chair of College Promotions Committee of intention to apply directly by 10/30</p>	<p>(Optional) May request meeting with dean to discuss dean's recommendation.</p> <p>May submit written response to dean's recommendation to College Promotions Committee by 11/27</p>	<p>(Optional) May request meeting with VPAA following receipt of VPAA's recommendation</p> <p>(Optional, when candidate is recommended by College Promotions Committee but not by the President)</p> <p>May request meeting with the President to discuss reasons for President's non-concurrence with Committee's recommendation</p>
DEPARTMENT PROMOTIONS COMMITTEE	<p>If candidates wish to use external peer review, selects and contacts reviewers by 3/30</p> <p>For each candidate, at least one member of the committee conducts a peer observation of teaching and writes a report</p>	<p>Reviews applications and makes recommendations</p>	<p>Notifies candidates of recommendation by 10/16. Provides feedback to non-recommended candidates</p>	<p>Forwards recommendations and application materials for recommended candidates to Dean by 11/4</p> <p>Forwards recommendations to College Promotions Committee by 11/4</p>
DEAN	<p>Forwards recommendations to candidates by 11/20</p> <p>May discuss dean's recommendation with a candidate and notify candidate of final decision</p>	<p>Forwards applications, departmental and dean's final recommendations, and any responses from candidates to College Promotions Committee by 12/9</p>		

COLLEGE PROMOTIONS COMMITTEE	Reviews and evaluates applications for promotion according to the standards and criteria	Votes and makes recommendations for promotion	Notifies candidates of recommendations by 1/17	Conducts appeals hearings	Forwards recommendations to President by 2/1
ACADEMIC VICE PRESIDENT	Sits ex officio without vote on College Promotions Committee	Attends appeals hearings of College Promotions Committee	Prepares report of concurrence or non-concurrence with College Promotions Committee recommendations	Forwards report to candidates for review and response	In cases of non-concurrence with College Promotions Committee, may discuss VPAA recommendation with a candidate and notify candidate of final decision Sends final reports to candidates and President
PRESIDENT	Within 3 days of receiving recommendations from College Promotions Committee may meet with the committee	<p> Informs the College Promotions Committee of reasons for non-concurrence with its recommendations 5 days prior to the Board of Trustees meeting when promotion recommendations are acted upon </p>	Makes recommendations to the Board of Trustees by 3/15		

Resolution Requesting Reconsideration of Non-Funding of State Mandated Salary Adjustments

- Whereas: State officials have indicated that in addition to the non-funding of collectively bargained and agreed to salary adjustments and “attrition savings” of fiscal year 1997, there will be no funding of salary adjustments for fiscal year 1998, and
- Whereas: The continuation of a policy of non-funding of salary adjustments and other salary cuts from fiscal year 1996 to 1999 would result in a demand of about \$4.8 million from The College over that period, and
- Whereas: Such a demand would wipe out the essential institutional reserve funds required for budget stability and for funding shortfalls and emergencies, and
- Whereas: There have been numerous efficiency and budget reduction measures accomplished and continue to be sought following a budget reduction of \$3.1 million or 9.91 percent from fiscal year 1990 to 1993, and only an average increase of less than one percent annually in the State appropriation from 1990 - 1997, and
- Whereas: The known salary deficiency from 1996 to 1999 would require an increase of more than 24 percent in tuition for that purpose alone by 1999, a high sum that would not accommodate necessary inflationary or program improvements;
- Therefore
Be It
Resolved: That a letter be sent to the Governor and other officials respectfully requesting a reconsideration of the proposed policy of non-funding of salary adjustments which would constitute a violation of the principle of “State mandate - State pay” and would result in unusually large tuition increases.

February 27, 1997

**RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Professional and Other Services)**

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,700, and

WHEREAS: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance and Construction Committee, a subcommittee of The College of New Jersey Board of Trustees,

**NOW, THEREFORE,
BE IT RESOLVED:** The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Bellver International College-Mallorca, Spain \$19,578.00	Rental of instructional facilities for the summer program in Mallorca, Spain	Self Funded
Empress Travel \$39,585.00	Travel expenses associated with the School of Business Summer Program in Europe	Self Funded
Ernst and Young \$45,000.00	External auditing service	College Operating
Washburn & McGoldrick \$28,000.00	Professional consulting services to support the college's development campaign	College Operating
Oak Hall Cap and Gown \$13,628.00	Rental of caps and gowns for commencement	College Operating
Josten's \$24,342.00	Purchase of Diplomas	College Operating
Academic Management Services No Cost to College	Deferred payment option for students	Student Charges
Wood Food Service \$5,336,750.00	On-Campus Food Service	Housing - 83% Student Center -15% Summer Camps - 2%
Barnes and Noble No Cost to College	Bookstore	Student Center Revenue

February 27, 1997

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Printing and Publications)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,700, and

WHEREAS: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance and Construction Committee, a subcommittee of The College of New Jersey Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Baum Printing \$14,264.80	Printing of Search Brochure	College Operating
Braceland Brothers \$27,812.40	Printing of the Undergraduate Bulletin	College Operating
Gillespie \$24,000.00	Design of The College of New Jersey Magazine Issue Two	College Operating
Barnes and Noble \$65,000.00	Textbooks for overseas students	Self Funded
The Lane Press \$42,285.00	Printing of the second issue of The College of New Jersey Magazine	College Operating

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Computing and Technical)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,700, and

WHEREAS: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance and Construction Committee, a subcommittee of The College of New Jersey Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
NOTIS Systems, Inc. \$11,962.00	Supplemental request for a new "Internet Tag" system	College Operating

February 27, 1997

**RESOLUTION APPROVING WAIVERS
OF ADVERTISING
(Construction Contracting Purposes)**

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,700, and

WHEREAS: The Law provides that such waivers shall be approved by The College of New Jersey Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance and Construction Committee, a subcommittee of The College of New Jersey Board of Trustees,

**NOW, THEREFORE,
BE IT RESOLVED:** The College of New Jersey Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Jordan and Pease Architects \$76,000.00	Professional architectural/engineering services for the Packer Hall Wellness Center and Renovation project	Capital Reserves NJ Sports & Exposition Authority Grant
Siemens Business Communication Systems, Inc. \$15,221.00	Installation of networking and communications equipment for the Packer Hall Wellness Center and Renovation project	Capital Reserves
Cambridge Construction Management, Inc. \$2,274,224.00	Construction management services for the following projects:	
	Decker Ground Floor Renovation	Housing Reserves
	Cluster Housing Phase II	1996A EFA Bond Issue
	Science Complex	1996A EFA Bond Issue H.E. Facilities Trust Fund
	Packer Wellness Center and Renovation	Capital Reserves NJ Sports & Exposition Authority Grant
Mosher and Doran \$24,900.00	Professional architectural/engineering services for the design of the Physics Labs at Armstrong Hall associated with the Science Complex project	1996A EFA Bond Issue H.E. Facilities Trust Fund
F. Schumacher & Co. \$16,455.46	Drapery fabric for the Paul Loser Nursing/Reception Building	1996A EFA Bond Issue
Syska & Hennessy	Professional engineering services for the Brower	Student Center Reserves

February 27, 1997

\$19,600.00	Student Center Variable Air Volume System project	
Energy Recovery International \$26,052.19	Heat Recovery Steam Generator Package for the Co-generation Takeover project	1992A EFA Bond Issue Capital Reserves Advance Litigation
John F. Kennedy Associates, Inc. \$40,000.00	Professional landscape architectural services for the Shabakuk Creek Bridge project	Capital Reserves
Environmental Waste Management Assoc., Inc. \$63,000.00	Environmental engineering consultant services for the Oil Spill project	Capital Reserves Department of Treasury
Public Service Electric and Gas Company \$24,679.00	Installation of temporary electrical services for the Science Complex project	1996A EFA Bond Issue H.E. Facilities Trust Fund
Honeywell, Inc. \$18,756.00	Installation of energy management system transmission cable for the Science Complex project	1996A EFA Bond Issue H.E. Facilities Trust Fund
Contamination Control Engineering, Inc. \$25,055.00	Professional engineering services for emergency asbestos abatement project for the Packer Hall Wellness Center and Renovation project	Capital Reserves
Honeywell, Inc. \$57,429.00	Installation of temperature control system for the Packer Hall Wellness Center & Renovation project	Capital Reserves